



# Foresight workshop report for the Engineers Canada Strategic Plan 2025-2029

Questions concerning the content of this report should be directed to:

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## About the foresight workshop report

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A national workshop was held in Ottawa, ON, on February 22, 2023, which convened provincial and territorial presidents and chief executive officers, the Engineers Canada Board, as well as representatives of the Canadian Engineering Accreditation Board and the Canadian Engineering Qualifications Board (the full participant list available in Appendix 1).

During this workshop, participants received a presentation on the current 2022-2024 strategic plan, the 2025-2029 strategic plan environmental scan, a strengths, weaknesses, opportunities, and threats (SWOT) analysis and a strategic risks analysis, both available on [Engineers Canada consultation page](#).

Participants were asked to identify potential areas for strategic priorities (pictures of the areas for strategic priorities are available in the Appendix 2). The purpose of this report is to summarize some of the received input.

## Potential strategic priorities

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Strategic priorities should be of national scope, within the purposes of Engineers Canada, and complement regulators' initiatives. Strategic priorities should also be likely to receive pan-Canada support and be completed within the duration of the strategic plan, and the Board wants to track their progress.

During the workshop, each table was invited to propose and present to workshop attendees up to five strategic priorities; either new or existing priorities that would be carried forward in the upcoming strategic plan. Each priority was written on a separate flip chart sheet and put on a wall (Pictures are shown in the Appendix 2). Engineers Canada staff clustered them together and then, participants were given five dots to vote on any priorities of their choice. The following table presents proposed strategic priorities, key discussion points, along with the number of votes they received from attendees:

Strategic area	Key discussion points	# of votes
<b>Collaboration and harmonization</b>	Various potential areas of collaboration were identified including a national framework for the assessment and acceptance of non-CEAB applicants; a national continuing professional development program (CPD); the recognition of CPD by all jurisdictional; the regulation of entities; and climate change.	48
<b>Accreditation</b>	Establish a fair, defensible and efficient process to assess CEAB and non-CEAB applicants' education.	41
<b>Raise the profile of the profession</b>	Promote the profession with the public through the continuation of the marketing campaign and being a trusted advisor and subject matter expert with governments.	41

Strategic area	Key discussion points	# of votes
<b>Women in Engineering and Equity, Diversity, Inclusivity and Accessibility (IDEA)</b>	Focus on the retention of women in the profession and changing the culture. Expand the work to include other under-represented groups. Women in engineering and IDEA are two different issues that require different measures.	37
<b>Governance excellence</b>	Restructure Engineers Canada to foster collaboration, including CEAB and CEQB reporting, Board size, and long term funding.	23
<b>Climate change</b>	If not a strategic priority, climate change should be a common lens through all work performed by Engineers Canada. There is an opportunity for regulators to adopt the same standard of care.	16
<b>Emerging disciplines</b>	Continue providing information on how emerging disciplines can they be regulated, by proactively addressing what is coming up. Include information on the risk to the public if certain industries are not regulated or that there is a lack of enforcement by engineering regulators.	6
<b>Sustainability of the profession</b>	Make the profession sustainable by focussing on EDI, climate change, etc.	5

The list of strategic priorities will be refined and finalized at the Engineers Canada June workshop.

## Next steps

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Engineers Canada staff will provide a description for each priority for the Board's consideration. Then, the Board will finalize the priorities at its June strategic retreat. Strategic priorities will be sent for regulators consultation in the fall 2023.

## Appendix 1: Workshop attendees

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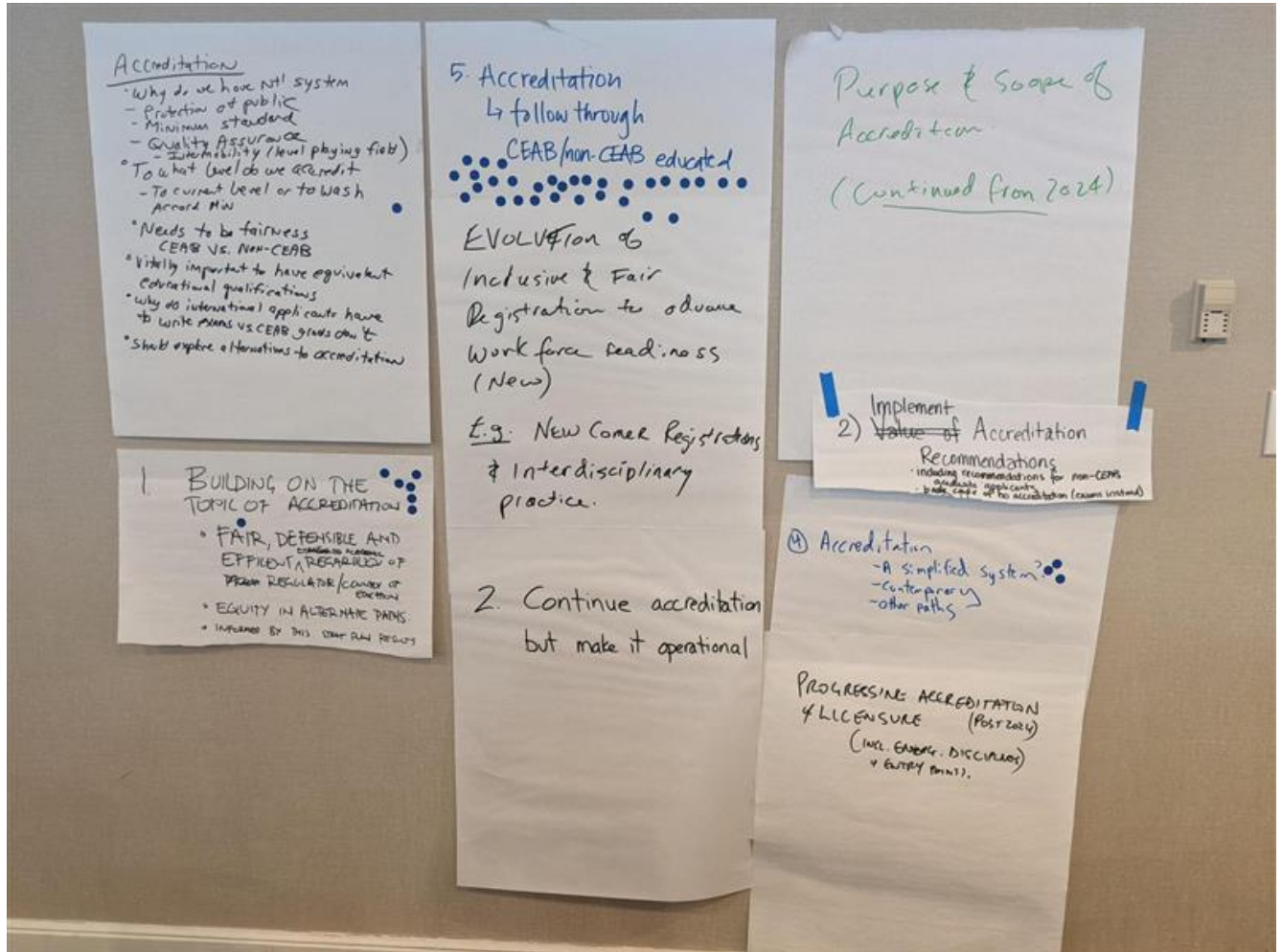
The following section presents all workshop attendees along with their organization:

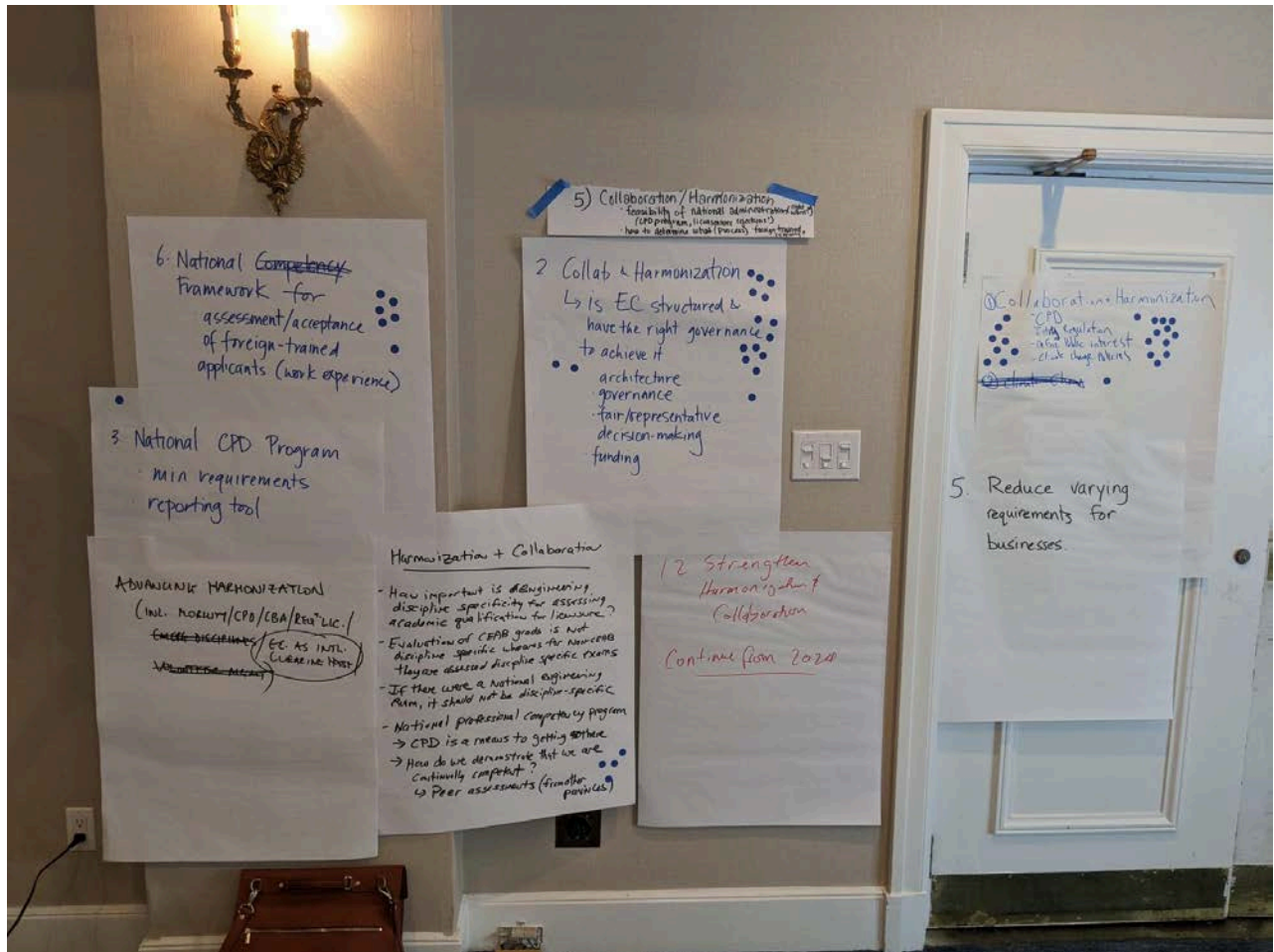
- **Dan Abrahams**, Vice President Policy and Governance, Professional Engineers Ontario
- **Alison Anderson**, Engineers Canada Board Director, Yukon
- **Arjan Arenja**, Engineers Canada Board Director, Ontario
- **Natasha Avila**, Engineers Canada Board Director, Alberta
- **Ernest Barber**, Engineers Canada Board Director, Saskatchewan
- **Anne Baril**, Engineers Canada Board Director, Québec
- **Christian Bellini**, Engineers Canada Board Director, Ontario
- **Victor Benz**, Engineers Canada Board Director, Alberta
- **Kim Bouffard**, Manager, Belonging and Engagement, Engineers Canada
- **Janet Bradshaw**, Chief Executive Officer and Registrar, Professional Engineers & Geoscientists Newfoundland & Labrador
- **Danny Chui**, Past Chair, Engineers Canada Board
- **Geoff Connolly**, Engineers Canada Board Director, Prince Edward Island
- **John Corriveau**, Deputy Registrar & Chief Regulatory Officer, Association of Professional Engineers and Geoscientists of Alberta
- **Crysta Cumming**, Engineers Canada Board Director, Nova Scotia
- **Lia Daborn**, Chief Executive Officer, Association of Professional Engineers and Geoscientists of New Brunswick
- **Lisa Doig**, President, Association of Professional Engineers and Geoscientists of Alberta
- **Ann English**, Engineers Canada Board Director, British Columbia
- **Mark Fewer**, Acting Chief Executive Officer and Registrar, Professional Engineers & Geoscientists Newfoundland & Labrador
- **Brent Gibson**, Manager, Communications, Engineers Canada
- **Light Go**, Acting Legal Counsel and Board Secretary, Engineers Canada
- **Michael Gregoire**, Interim CEO, Registrar and Secretary, Engineers and Geoscientists Manitoba
- **Elise Guest**, Assistant Manager, Accreditation, Engineers Canada
- **Nancy Hill**, President-Elect, Engineers Canada Board
- **Margaret Ann Hodges**, Chair, Canadian Engineering Qualifications Board
- **Stormy Holmes**, Executive Director and Registrar, Association of Professional Engineers and Geoscientists of Saskatchewan
- **Sudhir Jha**, Engineers Canada Board Director, Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists
- **Tim Joseph**, Engineers Canada Board Director, Alberta
- **Kimberley King**, Executive Director/Director of Registration, Engineers Yukon
- **Paula Klink**, Chair, Canadian Engineering Accreditation Board
- **Jim Landrigan**, Executive Director/Registrar, Engineers PEI
- **Pal Mann**, Chief Executive Officer and Registrar, Engineers Nova Scotia
- **Vince McCormick**, Executive Director and Registrar, Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists
- **Gerard McDonald**, Chief Executive Officer, Engineers Canada
- **Dawn Nedohin-Macek**, Engineers Canada Board Director, Manitoba

- **Bill O’Keefe**, Past Chair, Professional Engineers & Geoscientists Newfoundland & Labrador
- **Mélanie Ouellette**, Manager, Strategic and Operational Planning, Engineers Canada
- **Denise Pothier**, President, Engineers Nova Scotia
- **Stephanie Price**, Executive Vice President, Regulatory Affairs, Engineers Canada
- **Marlo Rose**, Engineers Canada Board Director, Ontario, New Brunswick
- **Julie Sendrowicz**, Planning, Event, and Change Practitioner, Engineers Canada
- **Mark Sherren**, President, Engineers PEI
- **Jeanette M. Southwood**, Vice President, Corporate Affairs and Strategic Partnerships, Engineers Canada
- **Kyle Smith**, Manager, Regulatory Research and International Mobility, Engineers Canada
- **Marisa Sterling**, Engineers Canada Board Director, Ontario
- **Joey Taylor**, Manager, Public Affairs, Engineers Canada
- **John Van der Put**, Engineers Canada Board Director, Alberta
- **Greg F. Vogelsang**, President-Elect, Association of Professional Engineers and Geoscientists of Saskatchewan
- **Mya Warken**, Manager, Accreditation and CEAB Secretary
- **Michael Wrinch**, Engineers Canada Board Director, British Columbia
- **Heidi Yang**, Chief Executive Officer and Registrar, Engineers & Geoscientists British Columbia

## Appendix 2: Pictures of strategic priorities areas

The following section shows pictures of strategic priorities proposed by attendees:







## 1 ADVOCACY FOR THE PROFESSION

- National Marketing
- Govt relations
- Trusted Advisor / Subject matter expert
- growing gap for provinces/territories  
→ hard regulatory role

## 1) Marketing Campaign

Focus of Public Rights + Safety  
Complaints

## ⑤ Promotion of Profession

- International
- Lobbying
- Students
- Public
- Gov.
- Climate

## REINFORCING VALUE OF ENG. LICENSURE

- KEEP IT AT A STRATEGIC PRIORITY
- REGULATOR INPUT
- PUBLIC / FIRMS / GRADUATES

(With Trust & Value)

Evolving Communications to  
Understand public interest  
While Reinforcing a  
Trustworthy Profession  
E.g: 2-Way  
Engagement Beyond  
Public Board Members

## Public Awareness Campaign

- Linkage to value of licensure
- Extremely important to regulators
- Objective:
  - What is value of self-regulation
  - vs. - What is value of licensure
- one of challenges in EDI space is lack of clarity around value of licensure for women + underrepresented groups
- objective is to educate public about how engineering is a caring profession which in turn will influence women perception of STEM
- Difference between engineers + Technologists



CHAMPIONING A SUSTAINABLE  
ENGINEERING PROFESSION ●●●●  
(INCL ENJ, CLIMATE)

3. Continue 30 by  
30 but use  
different tactics

3) EDI

· Ret  
· Cult

IDEA

③ Inclusion  
Diversity  
Equity  
Accessibility

- Expand 30  
- include New  
- improve message

Emerging disciplines should  
move to operational vs. strategic?

Not sure what to do about  
climate change → strategic?

↳ maybe add ESG to engineers' work  
↳ Being handled by QR?

Create better linkage between core  
purposes and strategic priorities

#### 4. EMERGING DISCIPLINES

BETTER DEFINITIONS

• COHERENT APPROACH ACROSS JURISDICTIONS

HARMONISE

• WHAT NEEDS TO BE REGULATED

• PROCESS TO IDENTIFY AND ADDRESS

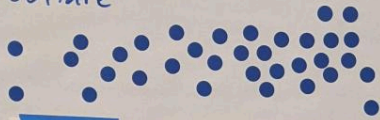
#### 4) Proactive Approach to Emerging Disciplines / Areas

• "Back to Basics" - fundamentals  
of engineering used/applied?



#### 4. Equity, Diversity, Inclusivity Accessibility

- Language expanded to include all under-represented groups
- changing moving from attraction ~~ret~~ recruiting to retention
- changing the workplace culture



#### Champion EDI

- AND Reconciliation ~~with~~  
Intersectional approach.

~~from 2024~~ (Evolved  
from 2024 S.P.)

E.g. 30x30 Yearly  
growth targets vs.  
'Limiting' as 30 x 30.

#### 2. 30x30

- HAVING A STRATEGIC PRIORITY DEMONSTRATES IMPORTANCE
- FOCUS ON WOMEN, NOT EDI (WOMEN NOT A MINORITY)
- NATIONAL OFFERINGS AND MEASUREMENT
  - HEI
  - INDUSTRY
- BROADEN ENGAGEMENT AND MESSAGING

#### 3) EDI Refocus

- Retention vs Recruitment
- Culture changes (work + home)

#### IDEA

③ Inclusion  
Diversity  
Equity  
Accessibility

- Expand 30 by 30 (Rebrand)
- include New Canadians, Indigenous
- improve messaging

#### 30x30

- Inclusion of underrepresented groups in the professions
- Cultural norm of women being primary caregivers
  - ↳ slowly changing in right direction
- What is fundamental purpose?
- Should be 30% Newly licensed or 30% of all licensed engineers
  - ↳ Eventually 50%
- Needs to transition more to retention of women
- But what does EC have control of?
  - ↳ How we position ourselves to be attractive to women as a profession



## Climate change

- Can we embed this  
in all strat priorities?

Can we be intentional for  
climate change



Online group:

1. Promote the value of  
the role of engineers in  
climate change.