



AGENDA

ANNUAL MEETING OF MEMBERS

May 25, 2024 | 9:30 am – 11:00 am (CT)

Hybrid delivery: Hotel Fort Garry, Winnipeg, MB | Zoom

Please refer to the [Bylaw](#)

1.	Call to order and introductions – N. Hill, 2023-2024 President, Engineers Canada		
2.	Approval of agenda – N. Hill (pages 1 to 2) <i>THAT the agenda be approved and the chair be authorized to modify the order of discussion.</i>		
3.	Approval of minutes – N. Hill (page 3 to 6) <i>THAT the minutes of the Annual Meeting of Members held May 27, 2023 be approved.</i>		
4.	2023 Reports – G. McDonald and D. Nedohin-Macek 4.1 Engineers Canada Annual Report (pages 7 to 26) 4.2 Annual Strategic Performance Report (pages 27 to 46) 4.3 Audited financial statements (pages 47 to 65)		
5.	Appointment of auditors – D. Nedohin-Macek (pages 66 to 67) <i>THAT Raymond Chabot Grant Thornton be appointed as the public accountant to audit the accounts of Engineers Canada for the 2024 fiscal year.</i>		
6.	2026 Per Capita Assessment Fee – D. Nedohin-Macek (pages 68 to 69) <i>THAT the 2026 Per Capita Assessment Fee be set at \$10 per Registrant.</i>		
7.	2025-2029 Strategic Plan – N. Hill (page 70 to 81) <i>THAT Engineers Canada's 2025-2029 Strategic Plan be approved.</i>		
8.	Election of Directors – N. Hill (pages 82 to 83) <i>THAT the following individuals be elected to the Board for the terms indicated below:</i>		
Nominee's name		Jurisdiction	Term
Christopher Dixon		Yukon	2024-2027
Ann English (incumbent)		British Columbia	2024-2027
Lisa Doig		Alberta	2024-2027
Anjum Mullick (vacancy replacement)		Alberta	2024-2026
Andrew (Drew) Lockwood		Saskatchewan	2024-2027
Jitendra Paliwal		Manitoba	2024-2027
Marisa Sterling		Ontario	2024-2027
Arjan Arenja		Ontario	2024-2027
M. Jean-Luc Martel		Quebec	2024-2027
Elliott Coles		PEI	2024-2027
Darlene Spracklin-Reid (incumbent)		Newfoundland	2024-2027

9.	Next Annual Meeting of Members <ul style="list-style-type: none">• May 23, 2025 (Vancouver, BC)
10.	Closing

Minutes of the 187th Annual Meeting of Members (AMM)

May 27, 2023 9:30am-10:10am AT

Hybrid delivery

In-person: Marriott Harbourfront Hotel, Halifax, NS | Virtual: Zoom

The following Members were in attendance	
APEGA – M. Plante, President	Engineers Nova Scotia – D. Pothier, President
APEGNB – R. Roy, President	Engineers PEI –M. Perry, Proxy holder
APEGS – G. Vogelsang, President	Engineers Yukon – S. Sternbergh, President
Engineers & Geoscientists BC – M. Adams, President	OIQ – S. Larivière-Mantha, President
Engineers Geoscientists MB – M. Gregoire, Proxy holder	PEGNL – M. Fewer, Proxy holder
	PEO – N. Colucci, Proxy holder
The following Members sent regrets	
NAPEG – M. Williams, President	
The following 2022-2023 Directors were in attendance	
K. Baig, 2022-2023 President (Chair), OIQ	T. Joseph, APEGA
N. Hill, 2022-2023 President-Elect, PEO	D. Nedohin-Macek, Engineers Geoscientists MB
D. Chui, 2022-2023 Past President, PEO	M. Rose, APEGNB
A. Arenja, PEO	D. Spracklin-Reid, PEGNL
M. Belletete, OIQ	M. Sterling, PEO
C. Bellini, PEO	N. Turgeon, OIQ
G. Connolly, Engineers PEI	J. Van der Put, APEGA
C. Cumming, Engineers Nova Scotia	M. Wrinch, Engineers & Geoscientists BC
S. Jha, NAPEG	
The following Director-nominees were in attendance	
H. Kennedy, APEGA	T. Kirkby, PEO
The following observers were in attendance	
D. Abrahams, Staff, PEO	P. Mann, CEO Engineers Nova Scotia
L. Daborn, CEO, APEGNB	S. Perruzza, CEO, OSPE
S. Holmes, Executive Director, APEGS	J. Samaras, Director, Manulife
K. King, Executive Director, Engineers Yukon	H. Yang, CEO & Registrar, Engineers & Geoscientists BC
P. Klink, Chair, CEAB	
The following staff were in attendance	
J. Bard Miller, Manager, Governance and Board Services	M. Ouellette, Manager, Strategic and Operational Planning
T. Boucher, Manager, Member Services	S. Price, Executive Vice President, Regulatory Affairs
J. Chou, Governance Coordinator	C. Roy, Associate, Member Services
L. Go, General Counsel and Corporate Secretary	J. Sendrowicz, Planning, Event, and Change Practitioner
G. McDonald, CEO	J. Southwood, VP, Corporate Affairs & Strategic Partnerships
R. Melsom, Manager, CEQB	H. Theelen, Director, Strategic Planning & Organizational Excellence
D. Menard, Director of Finance	M. Warken, Manager, CEAB

1. Call to order and introductions

K. Baig called the Annual Meeting of Members (AMM) to order at 9:34 am (AT). Participants were welcomed and the land was acknowledged. Members, Board Directors, and staff-officers were introduced.

2. Approval of agenda

The agenda was pre-circulated.

Members' motion 2023-05-1D

Moved and seconded

THAT the agenda be approved and the chair be authorized to modify the order of discussion.

Carried

3. Approval of minutes

The minutes were pre-circulated. No discussion or questions were brought forward.

Members' motion 2023-05-2D

Moved and seconded

THAT the minutes of the annual meeting of members held May 28, 2022 be approved.

Carried

4. 2022 Reports

G. McDonald introduced the annual reports, which had been pre-circulated with the agenda book.

4.1. Engineers Canada Annual Report

No discussion was had.

4.2. Annual Strategic Performance Report

No discussion was had.

4.3 Audited financial statements

A. Arenja, Chair of the Finance, Audit, and Risk (FAR) Committee presented the pre-circulated documents. No discussion was had.

5. Appointment of auditors

K. Baig introduced the appointment of auditors, which had been pre-circulated with the agenda book.

Members' motion 2023-05-3D

Moved and seconded

THAT Raymond Chabot Grant Thornton be appointed as the public accountant to audit the accounts of Engineers Canada for the 2023 fiscal year.

Carried

6. 2024 Per Capita Assessment Fee

A. Arenja presented the Per Capita Assessment Fee (PCAF) recommendation. The following discussion was captured:

- Engineers Nova Scotia raised a concern whether the PCAF recommendation considered the PEO signing on as an affinity partner. It was noted that PEO's non-participation in the affinity program was taken into consideration.
- PEGNL raised a concern whether the potential significant increase in the travel expenditure as a result of board of directors' decision on May 26 was anticipated and factored in to making the PCAF recommendation. It was confirmed that based on an analysis, the impact of business class travel for over 4 hour leg was up to about \$300,000, which could be accommodated even at the time of not knowing of PEO's participation in the affinity program. Engineers Nova Scotia noted that carbon footprint was not considered on the decision to approve the travel expenditure decision.

Members' motion 2023-05-4D

Moved and seconded

THAT the 2024 Per Capita Assessment Fee be set at \$8 per Registrant.

Failed, with the following votes recorded:

APEGA – M. Plante, President	Opposed
APEGNB – R. Roy, President	Opposed
APEGS – G. Vogelsang, President	Opposed
Engineers & Geoscientists BC – M. Adams, President	In favour
Engineers Geoscientists MB – M. Gregoire, Proxy holder	In favour
Engineers Nova Scotia – D. Pothier, President	Opposed
Engineers PEI – M. Perry, Proxy holder	Opposed
Engineers Yukon – S. Sternbergh, President	Opposed
OIQ – S. Larivière-Mantha, President	In favour
PEGNL – M. Fewer, Proxy holder	Opposed
PEO – N. Colucci, President	In favour

7. Bylaw amendment

D. Pothier presented the proposed amendment to Engineers Canada's Bylaw that had been put forward by the four Atlantic Regulators. It was thought that the current bylaw contradicted Engineers Canada's guiding principles and did not support harmonized regulation of the profession in Canada. Likewise, there was concern that the while Engineers Canada promotes equity and inclusion, it is unable to agree that all members should have an equal vote regardless of the size of the registrant base. The following discussion was captured:

- PEGNL noted that there are 12 owners and each should have the same voice.
- Engineers & Geoscientists BC, Engineers Yukon, Engineers Geoscientists MB, APEGNB, APEGS, Engineers PEI, OIQ, and APEGA supported governance review to explore appropriate representation.

Members' motion 2023-05-5D

Moved and seconded

(a) THAT the term and definition of "2/3-60% Majority" in Section 1.1 of the Engineers Canada Bylaw be deleted and replaced with the following:

"3/4 Majority" means a resolution passed by a minimum of three-quarters of the Members voting."

Withdrawn

8. Election of Directors

K. Baig presented the slate of candidates, as circulated in the agenda. No questions were received.

Members' motion 2022-05-7D

Moved and seconded

THAT the following Directors be approved for the terms indicated below:

Director name	Jurisdiction	Term
Tim Joseph	Alberta	2023-2026
Heather Kennedy	Alberta	2023-2026
Sudhir Jha	Northwest Territories and Nunavut	2023-2026
Nancy Hill	Ontario	2023-2025
Tim Kirkby	Ontario	2023-2026
Sophie Larivière-Mantha	Quebec	2023-2026
Menelika Bekolo Mekomba	Quebec	2023-2026
Nicolas Turgeon	Quebec	2023-2026

Carried

9. Next Annual Meeting of Members

The next AMM is scheduled for May 25, 2024, in Winnipeg, MB.

10. Closing

With no further matters to come before the meeting, it was concluded at 10:10am AT.

BRIEFING NOTE: For information

Engineers Canada Annual Report and Annual Strategic Performance Report		4.1 and 4.2
Purpose:	To receive Engineers Canada’s Annual Report and the 2023 Strategic Performance Report	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Gerard McDonald, Chief Executive Officer	

Background

- It is typical for corporations to share with their members, at their annual meetings, copies of their annual reports, for information.

Status Update

- The Engineers Canada Annual Report (the “Annual Report”) is a report created for public audiences that shares achievements on operational and strategic work performed in 2023.
- The Annual Strategic Performance Report highlights how the Engineers Canada Board and its Direct Reports progressed towards achieving the outcomes and objectives set out in the 2022-2024 Strategic Plan. At its March 1, 2024 meeting, the Engineers Canada Board approved the 2023 Annual Strategic Performance Report, for circulation to the Members for information at the 2024 AMM.

Next steps

- The Annual Report will be shared with Engineers Canada’s audiences through Engineering Matters and through promotion on social media.

Appendices

- **Appendix 1:** The Annual Report
- **Appendix 2:** Annual Strategic Performance Report



2023 Annual Report

President's message



Collaboration is inherently infused in Engineers Canada's work and 2023 underscored the need and value of strong partnerships. In the past year, we witnessed new technological advances, intensified indicators of climate change, and several regulatory changes. With such transformations prevalent in our society and profession, consistency of engineering practices and processes across Canada is imperative. Through this report you will explore the breadth and depth of the activities that took place in the past year, but I want to highlight a few ways we have harnessed collaboration to pave the way forward in several notable areas.

In the pursuit of strengthened harmonization and collaboration among engineering regulators, we held individual consultations with regulators to explore opportunities and roadblocks on this front. We heard great enthusiasm for regulatory collaboration and harmonization across the country. This resulted in the development of a Statement of Collaboration, a document solidifying regulators' commitment to long-term partnership. This statement is expected to be signed by regulators in 2024.

Meanwhile, the Futures of Engineering Accreditation (FEA) project embraced a rich, collaborative approach to examine the current accreditation system, understand how it's serving contemporary needs, and consider how it can chart a new path for the future of our profession. 2023 milestones were marked by two significant engagement events that brought together members of the engineering community, Engineers Canada, Engineering Deans Canada, and engineering regulators. Continuing to involve new and experienced voices in the project is proving invaluable to understanding potential refinements for the Canadian engineering accreditation system.

Together, we made a pivotal leap within our 30 by 30 initiative to increase the representation of women in engineering. In addition to three virtual sessions, we hosted the annual 30 by 30 Conference with virtual lead-up sessions to our first in-person conference in Halifax – a gathering of 30 by 30 Champions and leaders within the engineering profession who are actively working to address gender equity. The conference brought together 140 individuals to learn and share insights about equity, diversity, and inclusion in engineering workplaces.

Drawing on a multitude of creative views and concepts, we launched the Building Tomorrows campaign – a national campaign that aims to inspire Canadians to think about engineers in new ways. The campaign yielded over 235 million impressions across television and digital platforms. With such extensive exposure achieved, I am eager to observe the enduring impact of this campaign as it moves into 2024.

In 2023, we were confronted with the undeniable truth that a thriving engineering community hinges on collaboration. There is a special strength in merging our ideas, skills, knowledge, and perspectives. It boosts innovation, creativity, and helps us address challenges in our profession. Let us continue to champion and foster collaboration as we navigate the evolving landscape of our profession.



Strategic priority 1.1: Investigate and validate the purpose and scope of accreditation



Strategic priority 1.2: Strengthen collaboration and harmonization



Strategic priority 1.3: Support regulation of emerging areas



Strategic priority 2.1: Accelerate 30 by 30



Strategic priority 2.2: Reinforce trust and the value of licensure



Strategic priority 3.1: Uphold our commitment to excellence



Core purpose 1: Accreditation



Core purpose 2: Regulator relationships



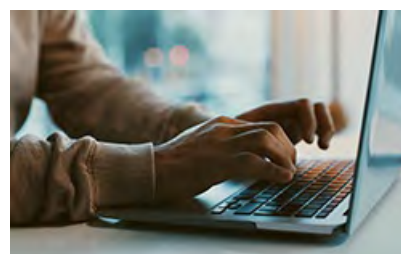
Core purpose 3: Services and tools



Core purpose 4: National programs



Core purpose 5: Advocating to the federal government



Core purpose 6: Researching, monitoring and advising



Core purpose 7: International mobility



Core Purpose 8: Promotion and outreach



Core Purpose 9: Diversity and inclusion



Core purpose 10: Protecting
official marks



Financial statements

Strategic priority 1.1: Investigate and validate the purpose and scope of accreditation

Engineers Canada is undertaking a fundamental review of the accreditation system in a project called the Futures of Engineering Accreditation (FEA). We are investigating best practices in engineering education, working with regulators and stakeholders to understand if there is a desire to adopt a new, national academic requirement for licensure, and if appropriate, update the purpose of accreditation.



In 2023, we focused on developing concepts for the purpose of accreditation and a national academic requirement for licensure. Various options were explored through virtual simulations that engaged over 80 individuals from the engineering community. Results from the simulations and previously gathered project insights, such as the original benchmarking reports, were used to draft preliminary concepts for the purpose of accreditation and a national academic requirement for licensure.

In a series of in-person consultations from September to November, the concepts were shared with regulators across Canada, Engineering Deans Canada (EDC), the Canadian Engineering Accreditation Board (CEAB), and the Canadian Engineering Qualifications Board (CEQB). The goals of the consultations were to gather specific and across-the-board feedback on the concepts, reach an understanding of the opportunities and challenges they present, and end the year with a solid grasp of the big questions surrounding changes to the current system. More information on this strategic priority is available on engineeringfutures.ca.

In 2024, we will work on a summary of the takeaways from the most recent engagements with regulators, the EDC, and the CEAB and CEQB, along with the steps the project will take in 2024 leading to the final Path Forward Report. The implementation of this work will be carried forward in the 2025-2029 strategic plan.

Strategic priority 1.2: Strengthen collaboration and harmonization

Part of our mandate is to act as a conduit between the engineering regulators. In order to secure long-term commitment on regulatory collaboration and harmonization, we are working with regulators to sign a statement of collaboration to formalize their commitment to harmonize in regulatory areas. We are also seeking to identify potential regulatory areas for Pan-Canadian harmonization.



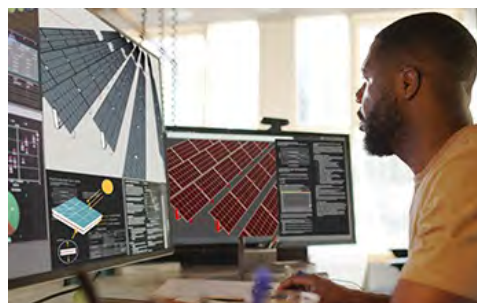
In 2023, we held individual consultations with regulators to assess if there was an appetite for regulatory harmonization across the country. Not only did we confirm their willingness to work together, we also identified potential regulatory areas of focus for the next few years. In addition, we consulted presidents and chief executive officers in the fall to confirm the high-level content of the Statement of Collaboration. Finally, we wrote a draft Statement of Collaboration that we sent out for consultations with regulators.

In 2024, we are expecting that the Statement of Collaboration will be signed by Members. We are also starting to work on the focussed areas identified by regulators. Finally, as part of the 2025-2029 strategic plan, we will formalize a mechanism to select future areas of regulatory harmonization.

Strategic priority 1.3: Support regulation of emerging areas

The number of engineering disciplines continues to grow and evolve. Engineers Canada supports regulators by providing information to them on non-traditional, contemporary, and overlapping areas of engineering practice. This year, we published a new Regulatory research paper on Energy Engineering. We also promoted the role of engineers in emerging areas through new and existing National Position Statements and advocacy to the federal government.

In 2024, we will publish a second research paper on machine learning and data science. We will also release a new National Position Statement on the role of engineers in non-traditional areas of engineering practice.



Strategic priority 2.1: Accelerate 30 by 30

For many years, Engineers Canada has been at the forefront of efforts to increase women's representation and retention in engineering. In 2014, Engineers Canada launched the national 30 by 30 goal: to see 30 per cent of newly licensed engineers be women by 2030. Over the past five years, the number of women enrolled in and graduating from post-secondary engineering programs continues to grow. The number of newly licensed engineers who are women has also grown over the last five years, as has the number of women in the engineering profession. Today, women comprise 15 per cent of the engineering profession, compared to 13.5 per cent five years ago, and 19.2 per cent of newly licensed engineers. More data is available in our annual National Membership Report.



To raise the visibility of this strategic work, Engineers Canada presented to the Women in Engineering Summit (WES) and to Concordia University's Women in Engineering - Career Launch Experience (WIE-CLE). We also moderated a panel on "Welcoming Women to the Profession" at the virtual Canadian Consulting Engineer's ADVANCE Women in Engineering summit as well as on "Engineering for life" at the World Federation of Engineering Organizations (WFEO) meetings.

In May 2023, Engineers Canada led three virtual events and an in-person national summit in Halifax to foster national discussions on equity, diversity, and inclusion (EDI) in the engineering profession. We established an Employer Task Force to develop an engineering employer champion program. We continued to publish our monthly 30 by 30 newsletter and are continuing to work on the development of our upcoming national research strategy. We also published an updated Managing Transitions Guide to support the creation of safe, open, and inclusive environments to ensure parental leaves are positive and enjoyable experiences.

In 2024, we will be holding one virtual event and one in-person event with the theme, "Turning Knowledge into Action for Gender Equity in Engineering". We will also continue distributing information across the country, working on the employer champion program, and will publish the national research strategy and the Pathways to Engineering and Women in Leadership reports.

Strategic priority 2.2: Reinforce trust and the value of licensure

In 2023, Engineers Canada launched a new campaign to inspire Canadians to think about engineers in new ways. Featuring new television ads, microsite and digital content, the "Building Tomorrows" campaign shows how engineers create solutions that make a difference in our world.

Conceived in collaboration with Canada's engineering regulators, the campaign uses building blocks—a familiar and well-understood tool—as a means to call on people to think about engineers as builders that are making the world a better place for us all. Using a series of digitally rendered constructions, the television spot illustrates how engineers use creativity and innovation to develop solutions to everyday problems like energy efficiency and smart growth, as well as drive extraordinary advances in medical treatments and resilient infrastructure. It also challenged the stereotypes of who is an engineer, ensuring diverse representation was prioritized throughout the campaign.



The campaign launched in April with extensive placement on broadcast television, being seen alongside some of the top programs on both English and French language television. This was supported with digital promotion across social media, YouTube, and display ads on leading news and current affairs websites.

Overall, the campaign exceeded our expectations, with over 235 million impressions on television, and on digital. This is 50 per cent more impressions than expected and over four times the estimated clicks. Visits to the buildingtomorrows.ca website exceeded expectations four-fold.

We go into 2024 with confidence that the Building Tomorrows concept is resonating with Canadians and are exploring opportunities to deepen audience engagement.

The marketing campaign was supported by developing messaging resources that Engineers Canada and regulators can use to communicate the value of engineering licensure consistently across the country.

Pathway to Engineering

In addition to the marketing campaign, 2023 saw the development of the Pathway to Engineering portal. Pathway to Engineering is a resource to connect engineering students and graduates to knowledge about the licensure process and create a community of professionals who can support them on their journey. The site provides information, events, and connections to help engineering graduates at every step of the licensure process and beyond. The site launched in the first quarter of 2024.

Strategic priority 3.1: Uphold our commitment to excellence

In 2023, Engineers Canada focused efforts on sustaining our continual improvement culture. We took steps to streamline annual planning processes and prepared to submit our application for certification by Excellence Canada.

In 2024, we expect to submit our application, participate in an external verification process, and hope to receive Excellence Canada Platinum Certification. Achievement of this certification provides tangible external evidence that we continue to be a high performing organization, provides an opportunity to celebrate our successes, and confirms our alignment to current best practices over three or more cycles.



Core purpose 1: Accreditation

Through the work of the Canadian Engineering Accreditation Board (CEAB), Engineers Canada accredits Canadian undergraduate engineering programs on behalf of regulators. As of the date of publication, there are 307 accredited engineering programs at 44 Higher Education Institutions (HEIs) across Canada. In June, the CEAB made accreditation decisions for 78 programs at 24 institutions across Canada. This concluded the 2022-2023 accreditation visit cycle, the largest in the CEAB's history. Between Fall 2023 and Spring 2024, accreditation visiting teams will visit 30 programs at 13 institutions.



In 2023, we wrapped up development of Tandem, our new cloud-based accreditation data management system, and started to prepare HEIs hosting a visit in the 2024-2025 to make their accreditation submission via the new tool. Upholding our commitment to making data-informed improvements to the accreditation policies and procedures, the 2023 Accountability in Accreditation report was published with a series of recommendations. At the same time, recommendations from the 2022 report have been progressed, including the development of role descriptions for accreditation visiting team members and CEAB members. We also conducted a comparative analysis between the CEAB Graduate Attributes and the International Engineering Alliance's Graduate Attributes & Professional Competencies Framework, which will help us develop a roadmap to ensure that our accreditation system remains substantially equivalent with other Washington Accord signatories.

In 2024, we expect to receive requests to visit 95 programs from 21 HEIs in 2024-2025. We will continue to implement Tandem by offering training and support to HEIs and volunteers who will use the system for the first time. We will continue to monitor feedback and identify future enhancements to the tool based on what we hear from end users. Finally, the CEAB will issue their final report on possible interventions that can be made in the accreditation system to support the 30 by 30 strategic priority.

Core purpose 2: Regulator relationships

By convening regulators and sharing information on policies, procedures, and practices, we foster regulatory collaboration and harmonization across Canada. In 2023, we held meetings among CEOs as well as regulator staff working in admissions, practice of engineering, discipline and enforcement, communications, finance and IT. Together, they also work on tools facilitating mobility across Canada such as the National Membership Database, Competency-Based Assessment, and others.



In November, Engineers Canada and the engineering regulators sent a letter to Alberta Premier Danielle Smith arguing against changing their provincial legislation to allow the use of the term "engineer" by unlicensed individuals. Restricting the use of the term engineer to license holders protects public trust and safety as it makes it clear who is competent to practice engineering and gives a recourse to the public should an engineering failure occur.

Core purpose 3: Services and tools

Canadian Engineering Qualifications Board

Under the direction of the Engineers Canada Board and in consultation with the regulators, the Canadian Engineering Qualifications Board (CEQB), develops and maintains papers, guidelines, and syllabi that foster consistent engineering practice and qualifications assessment across Canada. These documents are created and maintained to benefit regulators' staff, license holders, and applicants.

In 2023, the CEQB developed, updated, and released the following documents:



New documents

- »New public guideline for engineers and engineering firms on the topic of Indigenous consultation and engagement
- »New feasibility study on alternative methods of academic assessment for non-CEAB candidates

Revised documents

- »Public guideline on good character
- »Engineers Canada paper on software engineering
- »Complementary studies syllabus
- »Chemical engineering syllabus
- »Electrical engineering syllabus
- »Mechanical engineering syllabus
- »Mechatronics engineering syllabus

Looking ahead, in 2024 the CEQB will be working on:

New documents

- »Regulator guideline on duty to report / wrongdoing
- »Regulator guideline on fitness to practice
- »Public guideline on the ethical use of groundbreaking technologies
- »Engineers Canada paper on emerging disciplines

Revised documents

- »Public guideline on conflict of interest
- »Public guideline on the code of ethics
- »Regulators guideline on principles for character investigations
- »Public guideline on assuming responsibility for the work of engineers-in-training
- »Public guideline on the practice of engineering
- »Public guideline on the academic assessment of non-CEAB applicants
- »Building engineering syllabus
- »Petroleum engineering syllabus
- »Mining engineering syllabus
- »Computer engineering syllabus
- »Naval engineering syllabus

In addition to the above, the CEQB has been making ongoing strategic improvements in three main areas: alignment with Engineers Canada Board policies and guidance, regulatory knowledge and relationships, and promotion of public CEQB products.

Core purpose 4: National programs

Engineers Canada offers national programs that provide licensed engineers, geoscientists, and their families with exclusive rates and features across a wide range of insurance plans and other services.

Engineers Canada offers three types of services:

- »Affinity, insurance, and other benefits for engineers and geoscientists and their families
- »Professional liability insurance for engineers and their practice
- »Corporate liability insurance plans and a national employee group benefits program for engineering regulators' organizations



In 2023, we continued a massive effort to modernize our approach to be more client-focused, increase our visibility across the country, and ensure our long-term sustainability, balancing targeting services for new generations while continuing to serve a broad and aging demographic. We also looked at our partners' website presence and are working on several improvements. A brief description and annual achievements for each service we offer follows.

Affinity, insurance, and other benefits for engineers and geoscientists and their families

This suite of benefits is targeted toward engineers and geoscientists and include:

Home and Auto Insurance. In 2023, Engineers Canada entered into an Agreement with the Professional Engineers of Ontario in Q1 2023. We also worked closely with TD Insurance to maintain a rate capping initiative for over 52,000 policyholders. This retention initiative also had a positive impact on over 4,800 policyholders.

Term Life and Accident Insurance. In the first quarter of 2023, we launched a special 75th Anniversary campaign with Manulife, which provided members with an exclusive 75 percent premium reduction on any new and additional term life coverage. To mark this milestone event, several member-facing social media, digital and print marketing, and billing renewal campaigns were launched that included the 75th Anniversary messaging and information on how members could apply for coverage. A premium credit initiative was implemented for those participants already enrolled in the Engineers Canada sponsored Term Life program.

Rail Travel Discounts. This year, Engineers Canada partnered with Via Rail to provide engineers and geoscientists with a discount on fares for themselves and up to three guests.

Health and Dental Insurance, which encompasses three distinct programs: the Prime Health and Dental program, designed for active members; the Professional Retiree Plan, designed for retirees, and the National Employee Group Benefits Program (NEGBP), designed for regulators' operations. In 2023, we undertook a benchmarking exercise of all health and dental programs to assess the competitiveness and client experience of these programs. Work on the NEGBP was completed in 2023 while the evaluation and modernization efforts for the other two programs are expected to be completed in 2025.

Financial Security Program. The program provides engineers and geoscientists with access to Registered Retirement Savings Plans (RRSPs), Non-Registered Savings Plan (NRSP), Tax-Free Savings Accounts (TFSA), Registered Retirement Income Funds (RRIFs), and Life Income Funds (LIFs). This year, a new Group Savings and Retirement platform, *My Canada Life at Work*, was launched with Canada Life, allowing plan members to set up online contributions, change investment instructions, and access tools and resources to improve their financial well-being. In May, a Health and Wealth consultant service was launched for members so they can access complimentary personalized service and guidance through all stages of their financial journey. Finally, we started a two-phase website modernization project to improve client experience, which is expected to be completed in 2024.

We also offer Disability Income and Critical illness Insurance plans as well as pet insurance. Engineers and geoscientist community members can also benefit from discounts on car rental (with Avis and Budget), and shipping.

Professional liability insurance for engineers and their practice

We offer primary and secondary professional liability insurance programs. In 2023, we conducted a

marketing exercise for our Secondary Professional Liability insurance program, which was comprised of a Request for Information (RFI) to 11 insurers and a more formal Request for Proposal (RFP) from five insurers. The results of the marketing exercise were positive for the engineering regulators in terms of stable pricing for members.

Corporate liability insurance and national employee program for engineering regulators' organizations

These corporate liability plans are offered to engineering regulators to protect their organizations against the risk of lawsuits. We also manage a national employee group benefits program on their behalf.

In 2023, we conducted a marketing exercise for our directors and officers / errors and omissions, cyber security, and commercial crime program. We also completed a benchmarking and plan modernization exercise for our national employee group benefit program. We entered into an interim agreement with a new broker of record for all our Corporate Professional Liability programs and will be conducting a formal RFP for broker services on these programs in 2024.

Core purpose 5: Advocating to the federal government

On behalf of provincial and territorial regulators, Engineers Canada speaks with the federal government on a variety of topics impacting the engineering profession. We advocate to the federal government through government submissions, issue statements, national position statements, and other opportunities such as testifying before parliamentary and senate committees and participating in government consultations.



National Position Statements

National Position Statements highlight the regulators' priorities to the government. They are the official position of the engineering profession on a variety of topics. In 2023, Engineers Canada developed and updated the following documents:

- »New National Position Statements on:
 - »Licensing requirements for engineering positions in the federal public service
 - »Ventilation Systems and Building Management in Reducing Airborne Contaminants
 - »Federal Regulations of Small Fishing Vessel Design
 - »Role of Engineers in Getting Canada to Net-Zero Emissions
 - »Professional Practice in Biomedical Engineering
- »Revised National Position Statements on:
 - »Infrastructure
 - »Infrastructure on Indigenous Reserves and in Remote Indigenous Communities
 - »Immigration and Foreign Qualifications Recognition and Confirmation of Academic Requirements
 - »The Role of Engineers in Canada's Long-term Economic Recovery
 - »Climate Change and Extreme Weather Events

In 2024, Engineers Canada will develop new National Position Statements on topics such as national building codes, accessible environments, artificial intelligence, and professional practice.

Government submissions

In 2023, Engineers Canada submitted the following government submissions:

- »Engineers Canada comments to the Standing Committee on Finance regarding Pre-Budget Consultations in Advance of the 2024 Budget
- »Engineers Canada's comments regarding the Insurance Auditing and Assurance Standards Board's Proposed ISSA 5000, General Requirements for Sustainability Assurance Engagements
- »Engineers Canada's comments on the Conservative Party of Canada's proposed "Blue Seal" National Professional Testing Standard proposal
- »Engineers Canada's comments to Premier Danielle Smith regarding Bill 7
- »Engineers Canada's submission to the House of Commons Standing Committee on Finance in Advance of the 2024 Budget
- »Engineers Canada's comments to Natural Resources Canada regarding proposed amendments to Bill C-49
- »Engineers Canada's submission to the House of Commons Standing Committee on Public Safety and National Security regarding Bill C-26
- »Federal Budget 2023: A Made-in-Canada Plan: Strong Middle Class, Affordable Economy, Healthy Future. Highlights and Analysis
- »Engineers Canada comments to the Standing Committee on Finance regarding Pre-Budget Consultations in Advance of the 2023 Budget

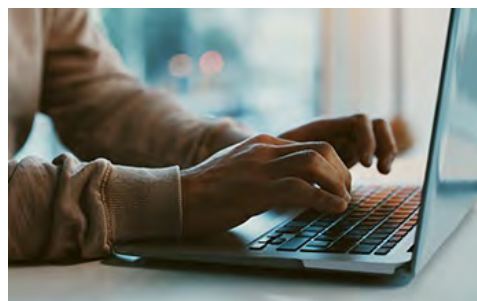
Meetings

Throughout the year, Engineers Canada also met with elected and government officials to bring forward topics of interest to the regulators. For example, Engineers Canada met with the Treasury Board of Canada Secretariat about the licensing of engineers within the federal public service and with Marine Safety and Security, Transport Canada regarding federal regulations of small fishing vessel design. Additionally, Engineers Canada is a member of the Adaptation Skills Working Group led by Natural Resources Canada under Canada's Climate Change Adaptation Platform.

Engineers Canada was a member of Canada's official delegation to the United Nations' 67th session of the Commission on the Status of Women (UNCSW67) led by Women and Gender Equality (WAGE) Canada and the federal Minister for WAGE and Youth. In addition, Engineers Canada and three other Canadian delegates to the UNCSW67 were interviewed by the Royal Canadian Mint for the Mint's videos for the launch of the Elsie MacGill coin. Elsie MacGill was the first practising Canadian woman engineer and a passionate advocate for human rights.

Core purpose 6: Researching, monitoring and advising

Engineers Canada proactively conducts regulatory research on upcoming national and international topics to help regulators adapt to an everchanging landscape. This year, we published an article detailing how compassion can be integral to professional regulation.



Core purpose 7: International mobility

On behalf of regulators, Engineers Canada is a member of the International Engineering Alliance (IEA) and the World Federation of Engineering Organizations (WFEO). We are also signatories to bilateral and multilateral international recognition agreements. In 2023, we conducted a comparative analysis between Canada's engineering competency frameworks and that of the IEA's Graduate Attributes & Professional Competencies Framework which will help us develop a roadmap to ensure that our competency frameworks remain substantially equivalent with other IEA agreement members. This gap analysis was presented to the IEA at their annual meeting held in Taichung, Taiwan in June.



Engineers Canada maintains databases and information to help engineers practice in Canada and abroad, such as the Engineers Canada Mobility Register, which enables eligible engineers practising in Canada to use the APEC Engineer and IntPE (Canada) designation when seeking licensure internationally.

Engineers Canada maintains the International Institutions and Degrees Database (IIDD) to assist engineering regulators in the assessment of academic qualifications of international engineering graduates. The IIDD provides up-to-date information about engineering programs from countries around the world.

We also provide information to newcomers on the Canadian engineering licensure process through the EngineerHere.ca website and answer their questions on the Canadian regulatory system. To support the global audience of EngineerHere.ca, information about the licensure process is provided in a variety of languages: Arabic, Bengali, Chinese (Traditional), Chinese (Simplified), English, Farsi, French, Hindi, Spanish, Tagalog, and Urdu.

Core Purpose 8: Promotion and outreach

Engineers Canada's work in promotion and outreach focuses on fostering recognition of the value of the engineering profession and sparking interest in the next generation of engineers.

For students from Kindergarten to grade 12, Engineers Canada promotes the engineering profession to the younger generation to raise awareness about engineering as a career. We highlight the profession through our Explore Engineering website and through three national programs: the Future City Experience for students in grades 6 to 8, the National Engineering Crest Program, and the Let's Talk Careers competition for high school students. Through these programs, we directly support youth, educators, parents, and STEM NGOs reaching over 15,000 students in Kindergarten to grade 12 annually.



We also established the K to 12 Collective Impact Initiative to foster shared leadership and create multiple avenues for engagement across relevant groups. This initiative has five phases and has recently completed phases one and two, assessing readiness and initiating action, and is moving into phase three, organizing for impact. Core partners for this initiative include: Engineers of Tomorrow, ONWiE, Let's Talk Science, BGC Canada (formerly Boys and Girls Club of Canada), Halton District School Board, and Spin Master.

As part of our work around career awareness, we partnered with Let's Talk Science, Skills/Compétences Canada, and ChatterHigh on the Let's Talk Careers Competition, an opportunity for high school students to explore careers, including engineering, through interactive competitions held twice annually which saw 9,051 participants from 351 schools in 147 districts visit Engineers Canada's web pages 65,471 times from Nov 7, 2022 – July 31, 2023.

The Canadian Federation of Engineering Students (CFES) is one of our strategic partners. We participate in four of the CFES' key meetings: the Canadian Engineering Leadership Conference (CELC); the Conference on Diversity in Engineering (CDE); the Conference on Sustainability in Engineering (CSE); and the Canadian Engineering Competition (CEC).

National Engineering Month

Canada has celebrated March as National Engineering Month (NEM) for three decades. In 2023, the NEM garnered more than 7.5 million impressions on social media and the national kick-off event saw more than 600 attendees from across the country. National Engineering Month is Canada's largest celebration of engineering and celebrates the heart and soul of engineers—their passion, commitment, and action towards making the world a better place. Presented by Engineers Canada, National Engineering Month is guided by the theme, "There's a place for you in engineering," which celebrates the diversity of thought, opportunities, and people that make up the engineering profession and whose passion and commitment drive tangible efforts that improve our world. In some provinces, you'll find geoscientists joining as part of National Engineering and Geoscience Month.

Engineers Canada Awards

The Engineers Canada Awards recognize and celebrate the achievements of engineers and engineering students who are advancing the engineering profession and improving the lives of Canadians and others around the world. Recipients in 2023 were:

- »Janusz Koziński, PhD, FCAE, FEC, FEIC, FRSC, P.Eng. - Gold Medal Award
- »Damineh Akhavan, MBA, FEC, P.Eng. - Meritorious Service Award for Professional Service Award
- »Michael Halliwell, M.Eng., FEC, EP, P.Eng. - Meritorious Service Award for Community Service
- »Peter Ostafichuk, PhD, FEC, P.Eng. - Medal for Distinction in Engineering Education
- »Mona Shahwan El-Tahan, M.Eng., FEC, P.Eng. - Award for the Support of Women in the Engineering
- »Annemarie Summers - Gold Medal Student Award

Learn more about our 2023 award recipients.

Engineers Canada Scholarships

Engineers Canada offers three scholarships, one for undergraduate students and two for graduate students. The recipients of the 2023 scholarships were:

Engineers Canada-TD Insurance Scholarships (\$7,500)

Martina Riessner, P.Eng. Sean Decloux, M.Eng., P.Eng., PMP Wayne Qin, P.Eng.

Engineers Canada-Manulife Scholarships (\$12,500)

Cameron Flude, P.Eng. BScE Taylor Martin, P.Eng. William Szu-Wei Chen, P. Eng.

Engineers Canada Leadership Scholarship (\$4,000)

- »Badr Abbas
- »Reeda Awan
- »Kasey Burgess
- »Sarah Cushnie
- »Maria George
- »Annalise Gignac
- »Mi Kadouri
- »Luke McCarvill

Learn more about our 2023 scholarship recipients.

Fellows of Engineers Canada

In 2023, the following individuals received an Engineers Canada fellowship for their noteworthy service to the engineering profession through their work with either Engineers Canada or the provincial and territorial engineering regulators:

Engineers Canada

»John Langlois, FEC, (Hon)

Association of Professional Engineers and Geoscientists of Alberta (APEGA)

»Toks Adebayo, FEC, P.Geo.
 »Anu Anuradha Ghosh, FEC, P.Eng.
 »John Diiwu, FEC, P.Eng.
 »Scott Friel, FEC, P.Eng.
 »Sid Gautam, FEC, P.Eng.
 »Tatiana Goulko, FEC, P.Eng.
 »Michael Halliwell, FEC, P.Eng.
 »David YF Ho, FEC, P.Eng.
 »Douglas Ivey, FEC, P.Eng.
 »Michael Lewchuk, FEC, P.Eng.
 »William MacMillan, FEC, P.Eng.
 »Greg Meyers, FEC, P.Eng.
 »Nyssa Moore, FEC, P.Eng.
 »Michael Oli, FEC, P.Eng.
 »Matthew Oliver, FEC, P.Eng.
 »Phil Rajotte, FEC, P.Eng.
 »Mahendra Samaroo, FEC, P.Eng. P.GEOL.
 »Tracey Stock, FEC, P.Eng.
 »Kenneth B. Takeda, FEC, P.Eng.
 »Kevin Willis, FEC, P.Eng.
 »David Woodall, FEC, P.Eng.

Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS)

»Rajeev Chadha, FEC, P.Eng.
 »John W. Desjarlais, FEC, P.Eng.
 »Andrea J. Fisher, FEC, P.Eng.
 »Jeremy E. Gabel, FEC, P.Eng.
 »Grant T. Gingara, FEC, P.Eng.
 »Trohdie S. Irlandez, FEC, P.Eng.
 »Mehrnoosh Janbakhsh, FEC, P.Eng.
 »Brett A. LaRoche, FEC, P.Eng.
 »Venkatesh Meda, FEC, P.Eng.
 »Jafar Soltan Mohammadzadeh, FEC, P.Eng.
 »Ian G. Sloman, FEC, P.Eng.

Engineers and Geoscientists British Columbia

»Edward Cheung, FEC, P.Eng.
 »Joseph Dupuis, FEC, P.Eng.

- »Hamid Ghanbari, FEC, P.Eng.
- »Marcel Gingras, FEC, P.Eng.
- »Charles John Jochems, FEC, P.Eng.
- »Kwok-Wah (Toby) Lau, FEC, P.Eng.
- »Arash Masbough, FEC, P.Eng.
- »Peter Ostafichuk, FEC, P.Eng.
- »Carol Park, FEC, P.Eng.
- »Maciej Sobczyk, FEC, P.Eng.
- »Todd Morgan Joseph Stewart, FEC, P.Eng.

Engineers and Geoscientists New Brunswick

- »George Filliter, FEC (hon.), LLB, K.C.
- »Michael Gorman, FEC, P.Eng.
- »Carol MacQuarrie, FEC, P.Eng.

Engineers Geoscientists Manitoba

- »William Boyce, FEC, (Hon)
- »Ariel Brawerman, FEC, P.Eng.
- »Jesse Crowder, FEC, P.Eng.
- »Nishant Dhruve, FEC, (Hon), EIT
- »Derek Dreger, FEC, P.Eng.
- »Kaitlin Fritz, FEC, P.Eng.
- »Ninel Gonzalez, FEC, P.Eng.
- »Christopher Hewitt, FEC, P.Eng.
- »Indra Kalinovich, FEC, P.Eng.
- »Nusraat Masood, FEC, (Hon), EIT
- »Joan McKinley, FEC, (Hon)
- »Ian Smallwood, FEC, P.Eng.
- »Timothy Starodub, FEC, P.Eng.
- »Gordon Whiffen, FEC, P.Eng.

Engineers Nova Scotia

- »Dr. John Newhook, FEC, P.Eng.
- »Roxanne Tate, FEC, P.Eng.
- »Philip Zinck, FEC, P.Eng.

Engineers PEI

- »Nancy Chiasson, FEC, P.Eng.
- »Adam Clark, FEC, P.Eng.
- »Jody MacLeod, FEC, P.Eng.
- »Colin McQuillan, P.Eng.

Engineers Yukon

- »Christopher Dixon, FEC, P. Eng.

Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists (NAPEG)

- »Karen D Costello, FEC (hon.), FGC, P.GEO

Professional Engineers and Geoscientists of Newfoundland and Labrador (PEGNL)

»Mona Shahwan El-Tahan, FEC, P.Eng.

Professional Engineers Ontario (PEO)

»Mazen Abu Omar, FEC, P.Eng.

»Ross Anderson, FEC, P.Eng.

»Nanjappan Ardhanarisamy, FEC, P.Eng.

»Axar Bhavsar, FEC, P.Eng.

»Jeff Bueckert, FEC, P.Eng.

»Naser Choudhury, FEC, P.Eng.

»Dan Demers, FEC, P.Eng.

»Liang Guo, FEC, P.Eng.

»Catherine Hancharek, FEC, P.Eng

»Edna Hon, FEC, P.Eng.

»Vyjayanthi Keshavamurthy, FEC, P.Eng.

»Nazli Khan, FEC, P.Eng.

»Paula Klink, FEC, P.Eng.

»Janusz Koziński, FEC, P.Eng.

»Joseph Lostracco, FEC, P.Eng.

»Mehri Mansouri-Jajani, FEC P.Eng.

»Yolibeth Mejias de Pernia, FEC, P.Eng.

»Florin Merauta, FEC, P.Eng.

»Matthew Minnick, FEC, P.Eng.

»Harald Mueller-Scholten, FEC, P.Eng.

»Pankaj Panchal, FEC, P.Eng.

»Manraj Pannu, FEC, P.Eng.

»Jagjit Saini, FEC, P.Eng.

»Suzanne Santyr, FEC, P.Eng.

»Manoj Shukla, FEC, P.Eng.

»Simon Sukstorf, FEC, P.Eng.

»Radwan Tamr, FEC, P.Eng.

»Stephanie Thomson, FEC, P.Eng.

»Johnathan Velasco, FEC, P.Eng.

»Oday Wade'e, FEC, P.Eng.

»Greg Wowchuk, FEC, P.Eng.

Core Purpose 9: Equity, diversity and inclusion

Engineers Canada continues to work toward increasing the representation of women and Indigenous Peoples in the profession. We work with provincial and territorial engineering regulators, engineers, employers, higher education institutions, and engineering students to promote equity, diversity, and inclusion in the profession.

With regulators, Engineers Canada offers the 4 Seasons of Reconciliation training to engineers and Engineers Canada staff in support of the Truth and Reconciliation Commission's 94 Calls to Action. We represent Canada through the Canadian Indigenous Advisory Council (CIAC) as a voting member at the American Indian Science and Engineering Society (AISES) (CIAC/AISES). In addition, we organized the Decolonizing and Indigenizing Engineering Education Network Working Group. We also started a new research project, "Truth before Reconciliation".

Through our work with EngiQueers Canada, Black Engineers of Canada, and the Canadian Coalition of Women in Engineering, Science, Trades and Technology, we advanced national research, partnered on events, and supported the growth and reach of these organizations, strengthening community and organizational supports for marginalized groups in engineering.

In 2024, we will implement our research strategy as well as the recommendations from the Indigenous Advisory Committee and will continue to build community capacity to ensure that equity-deserving voices are heard and championed with the engineering profession. We will also sign a Memorandum of Understanding with EngiQueers Canada.

#NIHM2023



Core purpose 10: Protecting official marks

Engineers Canada is the owner of an official mark for each of the following professional engineering designations:

- »ENGINEER
- »ENGINEERING
- »CONSULTING ENGINEER
- »PROFESSIONAL ENGINEER
- »P.ENG.
- »GÉNIE
- »INGÉNIERIE
- »INGÉNIEUR CONSEIL
- »INGÉNIEUR
- »ING.

In the fiscal year 2022-2023, our caseload included 23 new opposition cases, 9 settlements, 7 abandoned cases, and 12 expunged. Presently, we are managing about 39 ongoing proceedings.

In 2023, Engineers Canada consented to 38 requests for federal registration, enabling the use of official marks owned by Engineers Canada, in their corporate name.





Financial statements

Download the 2023 summary financial statements.






2023 Annual strategic performance report

Annual Strategic Performance Report: Q4-2023

This strategic reporting template was reviewed and endorsed by the Governance Committee in November 2021. Indicators were approved at the [Board Strategic Workshop](#) in June 2021. Performance is benchmarked against the [2022-2024 Strategic Plan](#) that came into effect on January 1, 2022.

Legend

	Status of strategic priority
Overall activities on track to be completed by 2024	
Overall activities experiencing some delays, no foreseen impact on completing the strategic priority by 2024	
Overall activities experiencing some delays which could impact the ability to complete the strategic priority by 2024	

Reporting Information Sources

The information included in this report has been obtained from the following sources:

Section	Source
Planned activities (as set in June 2021)	Copied from Board June 2021 strategic workshop presentation
2023 quarterly reporting	Staff updates as part of quarterly internal reporting
What we will do	Copied from 2022-2024 Strategic Plan
What does success look like	Copied from Board June 2021 strategic workshop presentation
How will we measure success in 2024*	

**A summary of indicators, by strategic priority, is located at the end of this report*

SP1.1, Investigate and validate the purpose and scope of accreditation

Status: 

Planned activities (as set in June 2021)	2022				2023				2024			
1. Benchmark accreditation												
2. Report on state of engineering education												
3. Investigate academic requirement for licensure												
4. Examine the purpose of accreditation												
5. Set a path forward												

2023 quarterly reporting	Q1	Q2	Q3	Q4
1. Benchmark accreditation	<ul style="list-style-type: none"> Completed in 2022 	<ul style="list-style-type: none"> Completed in 2022 	<ul style="list-style-type: none"> Completed in 2022 	<ul style="list-style-type: none"> Completed in 2022.
2. Report on state of engineering education	<ul style="list-style-type: none"> Completed in 2022 	<ul style="list-style-type: none"> Completed in 2022 	<ul style="list-style-type: none"> Completed in 2022 	<ul style="list-style-type: none"> Completed in 2022.
3. Investigate an academic requirement for licensure	<ul style="list-style-type: none"> Simulations kicked off on March 30, 2023, and will conclude in mid May. Research will ensue post simulation and plans for Regulator consultations will start in Q2 and Q3 and executed in Q4. 	<ul style="list-style-type: none"> Simulations were completed in May and findings were shared with participants . Regulators consultations will start in Q3. 	<ul style="list-style-type: none"> All activities planned for Q3 have been completed. A Full Spectrum Competency Profile was developed and the CEAB and CEQB were consulted. A draft plan for research with other organizations that regulate or accredit professions was developed and will be executed in Q4. Q4 activities are on track. 	<ul style="list-style-type: none"> All activities planned for Q4 have been completed. The results of the Full Spectrum Competency Profile consultations were shared with all participants and a high-level summary posted to the Futures of Engineering Accreditation (FEA) website.
4. Examine the purpose of accreditation	<ul style="list-style-type: none"> Simulations kicked off on March 30, 2023, and will conclude mid May. Research will ensue post simulation and plans for 	<ul style="list-style-type: none"> Simulations were completed in May and findings were shared with participants . 	<ul style="list-style-type: none"> The development of the purpose of accreditation is delayed as the Task Force was unable to produce a draft purpose in Q3. Parameters for a successful accreditation 	<ul style="list-style-type: none"> All activities planned for Q4 have been completed. Interviews with other bodies whose work is relevant to the FEA project were conducted in Q4 (nursing, architecture, accounting). Underrepresented voices (students, graduates of accredited programs,

	regulator. consultations will start in Q2 and Q3 and be executed in Q4.	<ul style="list-style-type: none">Regulators consultations will start in Q3.	<p>system and three areas of focus for the future purpose of accreditation were developed instead.</p> <ul style="list-style-type: none">The CEAB and CEQB were consulted. Regulator and EDC consultations will start in Q4.A survey of under-represented groups is also delayed and will be executed in Q4.Q4 activities are on track.	internationally trained engineers, those working in engineering but not licensed, etc.) were surveyed. The interviews and the survey will inform the Task Force's work starting Q1 2024.
5. Set a path forward	<ul style="list-style-type: none">No work this quarter, as planned.	<ul style="list-style-type: none">No work this quarter, as planned.	<ul style="list-style-type: none">No work this quarter, as planned.	<ul style="list-style-type: none">No work this quarter, as planned.The path forward document will be presented to the Board at the end of in 2024.
2023 annual report				
Achieved activities	All major milestones were achieved, within budget. There is a risk that staff changes at Engineers Canada and Coeuraj might delay the delivery of the last deliverable, the final report from the Task Force and associated recommendations.			
Annual budget vs actual spending	2023 budget = \$1.03M 2023 spending = \$727K Actual spending was below budget due to lower travel costs (some meetings were moved to virtual) and lower than expected consultant spend. A decrease in the size of the consultant team resulted in reduced communications activities compared to what was originally planned. Risk associated with the decreased size of the consultant is being managed by onboarding other resources.			
Progress towards success by 2024	Currently on track to submit recommendations on the purpose of accreditation and the academic requirement for licensure, and a path forward report to the Engineers Canada Board by the end of 2024, but a foreseen risk it might be delayed due to staff turnover.			
Summary of strategic priority				
What we will do	We will conduct a fundamental review of the accreditation process, investigate the best practices in engineering education, and work with Regulators and stakeholders to understand if there is a desire to adopt a new, national academic requirement for licensure as well as an updated purpose of accreditation. If there is, we will reconsider the accreditation system.			
What does success look like?	A. All stakeholders have visibility of the modes of accreditation in use nationally and internationally B. All stakeholders have visibility of the current and future realities of engineering education C. Regulators have an academic requirement for licensure, applicable to all D. All stakeholders understand the purpose of accreditation E. Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure			

SP1.2, Strengthen collaboration and harmonization


Status: 

Planned activities (as set in June 2021)	2022				2023				2024			
1. Collaborate with Regulator staff to identify barriers and opportunities												
2. Develop a national statement of collaboration with all jurisdictions												
3. Identify specific areas of harmonization for collaboration												

2023 quarterly reporting	Q1	Q2	Q3	Q4
1. Collaborate with Regulator staff to identify barriers and opportunities	<ul style="list-style-type: none"> Completed in 2022 	<ul style="list-style-type: none"> Completed in 2022 	<ul style="list-style-type: none"> Completed in 2022 	<ul style="list-style-type: none"> Completed in 2022.
2. Develop a national statement of collaboration with all jurisdictions	<ul style="list-style-type: none"> All work is on track. Individual consultations will be completed by end of Q2. 	<ul style="list-style-type: none"> Individual Regulators consultations were completed by the end of Q2. Planning has begun for national consultation with CEOs, Presidents and Directors in Q3. 	<ul style="list-style-type: none"> Work on track. Held national consultation and are working with consultants to develop report/summary of the session. 	<ul style="list-style-type: none"> Finalized final consultation report. Developed draft of national statement of collaboration that was sent to the Regulator CEOs and presidents for their review.
3. Identify specific areas of harmonization for collaboration	<ul style="list-style-type: none"> No work this quarter, as planned. 	<ul style="list-style-type: none"> Am No work this quarter, as planned. 	<ul style="list-style-type: none"> No work this quarter, as planned. 	<ul style="list-style-type: none"> No work this quarter, as planned. Specific areas were identified as part of the consultations in 2023. Work on some areas has started at the operational level.


2023 annual report

Achieved activities	The draft Statement of Collaboration was shared with Regulators for consultation. On track to sign the statement at the May 2024 meeting as planned.
Annual budget vs actual spending	2023 budget = \$164K 2023 spending = \$143K Actual spending was lower than budgeted due to lower than expected travel costs, in particular for the national consultation workshop in October 2023, and lower consultant fees.
Progress towards success by 2024	On track to draft the statement of collaboration and harmonization (if this is the direction given by Regulators), to be signed by the Engineers Canada and the Regulators.
Summary of strategic priority	
What we will do	Fostering collaboration and consistency of requirements, practices, and processes across jurisdictions is at the heart of our mandate. We will work with Regulators to understand barriers and success factors leading to harmonization and facilitate the adoption of a national agreement that will establish the principles and areas where pan-Canadian harmonization will be sought.
What does success look like?	A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization B. Regulators benefit from collaboration and resource sharing, supporting improved practices

SP1.3, Support the regulation of emerging areas												
Status: 												
Planned activities (as set in June 2021)	2022				2023				2024			
1. Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public												
2. Continue to work with the federal government to promote the role of engineers in emerging areas												

2023 quarterly reporting	Q1	Q2	Q3	Q4
1. Identify and investigate new and overlapping areas of engineering practice that will have a long-term impact on the public	<ul style="list-style-type: none"> General Direction consultation complete. Draft paper has been submitted by consultant. Final Paper to be published June 30, 2023. 	<ul style="list-style-type: none"> Consultant has been delayed in delivering the final paper by a quarter. Final document will be distributed to Regulators in Q3. 	<ul style="list-style-type: none"> Final Paper distributed to regulators on August 04, 2023. 	<ul style="list-style-type: none"> Work is completed for 2023. In November, the NDEOG selected the topic of Data Science and Machine Learning as the focus for the final research paper under SP1.3. This paper will be developed and completed in 2024.
2. Continue to work with the federal government to promote the role of engineers in emerging areas	<ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements. 	<ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements. 	<ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements. 	<ul style="list-style-type: none"> Engineers Canada continued to promote the role of engineers in emerging areas through already published national position statements.
2023 annual report				
Achieved activities	After experiencing delays due to a lack of resources, the new Regulatory research paper on energy engineering was delivered.			
Annual budget vs actual spending	2023 budget = \$12.5K 2023 spending = \$28.6K 2023 actual spend is much higher than anticipated since all consultant fees were paid in 2023, whereas the original budget assumed some fees would be paid in 2022 and some in 2023. The total consulting fees were unchanged.			


Progress towards success by 2024	The new Regulatory research paper on energy engineering was delivered in 2023. The second Regulatory research paper was selected in late 2023 and will be developed in 2024.
Summary of strategic priority	
What we will do	Technological advances move much faster than legislative change and engineers who work in emerging areas of practice may not fully understand or consider the long-term professional and ethical impacts and obligations. We will provide information to Regulators on the long-term impacts of engineering practice in emerging areas and a framework for the evaluation of professional and ethical obligations. This will enable Regulators to educate license holders in these emerging areas of practice and to regulate more effectively.
What does success look like?	<ul style="list-style-type: none"> A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice. B. The federal government is made aware of the importance of the work of engineers in emerging areas

SP2.1, Accelerate 30 by 30												
Status: 												
Planned activities (as set in June 2021)	2022				2023				2024			
1. National research strategy												
2. Facilitate collaboration and information exchange for Regulators												
3. 30 by 30 annual national conference												
4. Reporting on national and regional metrics												
5. Engaging employers												
6. National resources												

2023 quarterly reporting	Q1	Q2	Q3	Q4
1. National research strategy	<ul style="list-style-type: none"> Secured project manager. Initiation phase of project extended into Q2. 	<ul style="list-style-type: none"> Draft request for proposal (RFP) ready to be distributed. RFP will be posted in Q3. 	<ul style="list-style-type: none"> Project is on track. 	<ul style="list-style-type: none"> Work is completed for 2023. The consultant will start working on the research paper in 2024.
2. Facilitate collaboration and information exchange for Regulators	<ul style="list-style-type: none"> Monthly 30 by 30 newsletter and updates on key projects sent to Regulators and Champions network. 	<ul style="list-style-type: none"> Monthly newsletter was distributed. Quarterly meetings were held. 	<ul style="list-style-type: none"> Monthly newsletter was distributed. Quarterly meetings were held. 	<ul style="list-style-type: none"> Monthly newsletter was distributed. Quarterly meetings were held.
3. 30 by 30 annual national conference	<ul style="list-style-type: none"> Changed date of conference to align with Annual Meeting of Members. Established partnership with Engineers Nova Scotia for 2023 conference. Consulted with 30 by 30 champions & developed conference program. All event logistics were finalized. 	<ul style="list-style-type: none"> Conference was held successfully. 	<ul style="list-style-type: none"> Planning has started for 2024 conference. 	<ul style="list-style-type: none"> Work has started for 2024 conference.


4. Reporting on national and regional metrics	<ul style="list-style-type: none"> Analysis of data will begin in Q3. 	<ul style="list-style-type: none"> National membership report data has been collected and analyzed. Draft report in progress. 	<ul style="list-style-type: none"> National membership report data has been collected and analyzed. Draft report in progress. 	<ul style="list-style-type: none"> Work is completed for 2023.
5. Engaging employers	<ul style="list-style-type: none"> Worked with regulators to identify and start to secure representative from engineering employers to participate in our Champion Change In-person Employer Leadership Summit. Met with internal staff from Regulatory Affairs Department to review Regulator Employer Strategy Recommendation. 	<ul style="list-style-type: none"> Identified potential employer champions through the Championing Change Summit. Scheduled to present to Practice Officials in Q3. 	<ul style="list-style-type: none"> Establish Employer Task Force to develop a champion program. 	<ul style="list-style-type: none"> The work of the Employer Task Force is continuing into 2024 Q1 we will present high level champion plan at 30 by 30 conference
6. National resources	<ul style="list-style-type: none"> Published an updated Managing Transitions guide. Discovery and gap analysis in resources resulted in creation of a supplement and training to support gaps in Canadian Engineering Qualifications Board (CEQB) Guideline on Gender Workplace Equity Three of our 30 by 30 working groups met for knowledge sharing and to support virtual lead up session for the 30 by 30 conference. 	<ul style="list-style-type: none"> Successfully organized a virtual session on the Managing Transitions guide supplement with over 80 participants. 	<ul style="list-style-type: none"> The guideline supplement has been reviewed and approved by the CEO. Working with Manager, Qualifications and CEQB to promote supplement. 	<ul style="list-style-type: none"> Work is completed for 2023. Supplement is now live on website and has been promoted.

2023 annual report	
Achieved activities	Data and information sharing is ongoing with various groups. The 2023 annual conference's venue and date were secured (in tandem with the 2023 May Annual Meeting of Members). The Managing Transitions guideline was developed and disseminated. The CEQB also developed and released its New Public guideline for engineers and engineering firms to foster gender inclusive workplaces.
Annual budget vs actual spending	2023 budget = \$ 328K 2023 spending = \$233K Costs associated with the 2023 30 by 30 event were less than anticipated. Sponsorship dollars were not included in original budget and hire of an EDI Analyst to support this work was removed from scope.
Progress towards success by 2024	Annual conferences are expected to be delivered without major issues. Data and information analysis will continue to be gathered and shared with Regulators and stakeholders. With a new hire, the Research Strategy is expected to be started, as planned.
Summary of strategic priority	
What we will do	To support progress towards 30 by 30 and to develop Engineers Canada's capacity to address the underlying issues holding back the progress of 30 by 30.
What does success look like?	<ul style="list-style-type: none"> A. Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process B. Representation of women is increasing within every step of the pipeline: students at HEIs, graduates, engineers-in-training (EITs), newly licensed engineers, and engineers C. Employers have information that enables them to make their workplaces more equitable, diverse, and inclusive D. Lessons learned from the 30 by 30 work inform initiatives in support of increasing representation of under-represented groups including but not restricted to Indigenous, racialized, and LGBTQ2+ persons

SP2.2, Reinforce trust and the value of licensure											
Status: 											
Planned activities (as set in June 2021)	2022				2023				2024		
1. Marketing campaign											
2. Value of licensure messaging											
3. Engineering grad and EIT outreach programming											
4. Foundational research											

2023 quarterly reporting	Q1	Q2	Q3	Q4
1. Marketing campaign	<ul style="list-style-type: none"> Media buy was approved, production completed, and creative approved. By end of quarter the campaign was in final preparation stages and targeted to launch on April 10, 2023. 	<ul style="list-style-type: none"> Spring flight executed successfully, and key indicators achieved or benchmarks exceeded for the flight, or in some cases, the year. Full review to be delivered in Q3. 	<ul style="list-style-type: none"> Fall flight underway and planning underway for evaluation of 2023 campaign. Key indicators and benchmarks meeting or exceeding expectations. 	<ul style="list-style-type: none"> Work is completed for 2023. Expect a new flight to take place in Q2 of 2024.
2. Value of licensure messaging	<ul style="list-style-type: none"> Messaging framework content accepted by Regulator advisors and communications officials. Content moves to layout and design, to be formally delivered in Q2. 	<ul style="list-style-type: none"> Messaging framework will be provided to regulators in Q3. 	<ul style="list-style-type: none"> Messaging framework provided to regulators and short checklist will be completed in October. Usage monitoring activities have been identified. 	<ul style="list-style-type: none"> Work is completed for 2023.
3. Engineering graduate and EIT outreach programming	<ul style="list-style-type: none"> Outreach strategy and program development is underway, based on recommendations received in 2022. 	<ul style="list-style-type: none"> Outreach strategy and program development is underway, and the launch is 	<ul style="list-style-type: none"> Pathway to Engineering portal has been scoped and is in development with launch targeted in early November. 	<ul style="list-style-type: none"> There has been a slight delay and projected launch is now Q1 of 2024.

		planned for Q3.		
4. Foundational research	<ul style="list-style-type: none">No work this quarter, as planned.	<ul style="list-style-type: none">No work this quarter, as planned.	<ul style="list-style-type: none">No work this quarter, as planned.	<ul style="list-style-type: none">No work this quarter, as planned.
2023 annual report				
Achieved activities	Foundational research and the launch of an advisory group has been completed. A marketing strategy and target audience has been identified. Draft messaging on the value of licensure has been developed. Recommendations for outreach programming for EITs and engineering graduates are also being developed.			
Annual budget vs actual spending	2023 budget = \$2,848K 2023 spending = \$2,841K Budget was spent as planned.			
Progress towards success by 2024	The national campaign will be launched in 2023, informed and delivered in partnership with Regulators.			
Summary of strategic priority				
What we will do	We will bridge this gap by creating and promoting a consistent, national message that will showcase the diversity of the profession, the breadth of engineering in both traditional and new disciplines, and the value of engineering licensure to the public, engineering graduates, EITs, and employers.			
What does success look like?	A. Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession B. Engineering graduates and EITs recognize value in licensure C. Regulators have a valuable national messaging framework and marketing support tools			

SP3.1, Uphold our commitment to excellence												
Status: 												
Planned activities (as set in June 2021)	2022				2023				2024			
1. Sustain an excellence culture												
2. Identify and Implement continual improvements												
3. Confirm measurements and sustainability												
4. Achieve Platinum level certification from Excellence Canada												

2023 quarterly reporting	Q1	Q2	Q3	Q4
1. Sustain an excellence culture	<ul style="list-style-type: none"> Refreshed communication and engagement tactics have been developed in consultation with staff and senior leadership with plans for implementation in Q2. 	<ul style="list-style-type: none"> Staff sessions on innovative and emerging practices (called FIKA) have been held successfully. Updated staff on the requirements for platinum level certification in 2024, and what to expect for certification. 	<ul style="list-style-type: none"> Identification of Excellence groups to participate in Engineers Canada's verification of our submission to obtain certification. has been initiated. Onboarding and orientation of these groups is planned for Q4. 	<ul style="list-style-type: none"> There were minor delays in onboarding of these groups. Onboarding is planned for January 2024.
2. Identify and Implement continual improvements	<ul style="list-style-type: none"> Any work associated with closing previous gaps has been included in the current planning process and performance management cycle 	<ul style="list-style-type: none"> Additional improvements were implemented in the 2024 planning process. No new gaps have surfaced as a result of the employee engagement survey as well 	<ul style="list-style-type: none"> Any work associated with closing gaps has been captured in Annual Operating Plan (AOP) content or part of performance management 	<ul style="list-style-type: none"> Any work associated with closing gaps will be captured in Annual Operating Plan (AOP) content or will be part of performance management goals within ADP.

	<ul style="list-style-type: none"> No new gaps have surfaced as a result of the self-assessment noted below 	as the self-assessment performed by staff on the organization's overall benchmark against drivers of excellence.	goals within ADP. <ul style="list-style-type: none"> No new gaps have surfaced as a result of the self-assessment or the employee engagement survey. 	
3. Confirm measurements and sustainability	<ul style="list-style-type: none"> An operational self-assessment has been completed considering the results of the 2022 employee engagement survey results. The organization is being assessed against the Organizational Excellence Standard developed by Excellence Canada. 	<ul style="list-style-type: none"> A self assessment has been completed considering the results of the 2022 employee engagement survey results. Plans for an internal self assessment prior to submission in Q1 2024 have been made. 	<ul style="list-style-type: none"> Any work associated with closing gaps has been captured in AOP content or part of performance management goals. No new gaps have surfaced as a result of the self assessment or the employee engagement survey. 	<ul style="list-style-type: none"> A self assessment has been completed considering the results of the 2022 employee engagement survey results. Plans for an internal self assessment prior to submission in Q1 2024 have been made.
4. Achieve Platinum level certification from Excellence Canada	<ul style="list-style-type: none"> The submission is under development in consultation with senior leadership. 	<ul style="list-style-type: none"> The submission is under development in consultation with senior leadership. 	<ul style="list-style-type: none"> Submission content developed with senior leadership is under refinement in readiness for onboarding Excellence groups to support verification of submitted content to obtain certification. 	<ul style="list-style-type: none"> Submission content developed with senior leadership is under refinement in readiness for onboarding Excellence groups to support verification planned for January 2024.

2023 annual report	
Achieved activities	Despite some delays in standing down working groups and assigning their work to staff, the organization is on track to submit and receive the Platinum excellence certification. Major and ongoing improvements are underway to make the organization higher performing.
Annual budget vs actual spending	2023 budget = \$6.5k 2023 spending = \$2.5k Variance a result of lower than anticipated travel costs.
Progress towards success by 2024	On track to receive Platinum excellence certification by 2024.
Summary of strategic priority	
What we will do	The demand for change continues and we are facing pressure to deliver on the diverse and changing needs of Regulators, HEIs, and the engineering community. To continually adapt, we need an effective and sustainable approach that ensures that we are a high performing organization. By 2024, we will achieve Platinum level certification from Excellence Canada by demonstrating measurable, sustained, and continually improved performance over at least a three-year period, as measured against the Excellence, Innovation, and Wellness Standard.
What does success look like?	<ul style="list-style-type: none"> A. Regulators, HEIs, and the engineering community benefit from effective delivery of products and services B. Staff benefit from increased engagement and retention, working in motivated teams, and improved health C. Engineers Canada benefits from sustainment of a high level of performance

Summary - How will we measure success in 2024?

Strategic priority	What does success look like	How will we measure success in 2024?
SP1.1, Investigate and validate the purpose and scope of accreditation	A. All stakeholders have visibility of the modes of accreditation in use nationally and internationally	A1. Publication of the accreditation system benchmarking report
	B. All stakeholders have visibility of the current and future realities of engineering education	B1. Publication of the engineering education report
	C. Regulators have an academic requirement for licensure, applicable to all	C1. The Engineers Canada Board passes a motion affirming the academic requirement for licensure C2. Regulators receive the academic requirement for licensure and all CEOs commit to sharing and implementing it with all necessary groups C3. CEAB receives the academic requirement for licensure and commits to incorporating it in their documents C4. CEQB receives the academic requirement for licensure and commits to incorporating it in their documents C5. HEIs receive the academic requirement for licensure
	D. All stakeholders understand the purpose of accreditation	D1. The Engineers Canada Board passes a motion affirming the purpose of accreditation D2. Regulators receive the affirmed purpose of accreditation, and all CEOs commit to sharing it with all necessary groups D3. CEAB publishes the affirmed purpose of accreditation D4. CEQB members receive the affirmed purpose of accreditation D5. Higher Education Institutions (HEIs) receive the affirmed purpose of accreditation D6. Students, through the CFES, receive the affirmed purpose of accreditation
	E. Engineers Canada, including the CEAB and CEQB, have direction to implement systems aligned with the purpose and the academic requirement for licensure	E1. Path-forward report is published and distributed to Regulators, CEAB, CEQB, Engineers Canada CEO, EDC, and CFES

Strategic priority	What does success look like	How will we measure success in 2024?
SP1.2, Strengthen collaboration and harmonization	A. Engineers Canada has a clear mandate and key focus areas for regulatory harmonization	A1. Consultation reports that document all Regulators' perspectives A2. Production of a national statement of collaboration signed by Regulators A3. The Regulator CEOs defining one or more areas for future harmonization
	B. Regulators benefit from collaboration and resource sharing, supporting improved practices	B1. The number of Regulators contributing to the development of programs, products, services, information, or processes B2. The number of Regulators using programs, products, services, information, or processes that are nationally promoted
SP1.3, Support the regulation of emerging areas	A. Regulators receive information that helps them adapt their admission, enforcement, and practice-related processes and uphold the framework for ethical practice	A1. Regulatory research papers on emerging areas of engineering practice are published and distributed to Regulators A2. Regulators report that they are reading the reports, considering them in their decision making, or that they helped them fulfill their mandate A3. Perceived value of research papers by the Regulators
	B. The federal government is made aware of the importance of the work of engineers in emerging areas	B1. One new National Position Statement relating to emerging disciplines is developed, as appropriate B2. Number of engagements (written consultations and in-person meetings) with parliamentarians or senior federal officials, on matters relating to emerging areas of engineering practice
SP2.1, Accelerate 30 by 30	A. Regulators have information and support that enables them to increase inclusion and the number of engineering graduates who proceed through the licensure process	A1. Completion and use of a national research strategy on diversity data demographics and qualitative research on equity, diversity, and inclusion A2. The number of Regulators contributing to the development and implementation of the strategy; Regulators involved in development only; Regulators not engaged A3. Publication of research reports on Engineers Canada website A4. Number of partners engaged in the development of the research report(s)

Strategic priority	What does success look like	How will we measure success in 2024?
		<p>(i.e., development and participation; participation only; not engaged)</p> <p>A5. Facilitation of collaboration and information exchange for Regulators (e.g., continued coordination of 30 by 30 working group, communications that address Regulator needs)</p> <p>A6. We held 3 to 4 annual meeting with Regulators</p>
	<p>B. Representation of women is increasing within every step of the pipeline: students at HEIs, graduates, engineers-in-training (EITs), newly licensed engineers, and engineers</p>	<p>B1. Reporting on national and regional metrics:</p> <ul style="list-style-type: none"> • Provide tools for Regulator tracking and reporting on metrics related to 30 by 30 <p>B2. Annual publication of National Membership Report</p> <p>B3. Annual collection of Regulator scorecard metrics</p> <p>B4. Annual scorecard summary presented to Board and CEO Group</p> <p>B5. 3-4 Regulators are involved in the development and use of target</p>
	<p>C. Employers have information that enables them to make their workplaces more equitable, diverse, and inclusive</p>	<p>C1. Completing addressing of the recommendations in the GBA+ report* regarding engaging employers</p> <p>C2. Creating a national strategy to engage employers with buy-in from the Regulators and building on the existing 30 by 30 network of Champions</p> <p>C3. All Regulators contribute a national 30 by 30 employer strategy</p> <p>C4. Recognizing employer excellence in 30 by 30</p>
	<p>D. Lessons learned from the 30 by 30 work inform initiatives in support of increasing representation of under-represented groups including but not restricted to Indigenous, racialized, and LGBTQ2+ persons</p>	<p>D1. Execution of annual 30 by 30 conference from 2022 to 2024 and inviting Regulators, HEIs and employers to contribute to a culture change in the engineering profession at a high profile, widely accessible national event, featuring best practices, key research, and actionable tools</p> <p>D2. The number of Regulators contributing and participating to the development of the conference</p> <p>D3. The number of employers: contributing and participating in the conference</p> <p>D4. Completion of national resources that respond to recommendations and best</p>

Strategic priority	What does success look like	How will we measure success in 2024?
		<p>practices outlined in previous research. For example, a resource that can be used by Regulators to improve their licensure assistance and employer awareness programs based on the 2021 GBA+ report* on national Licensure Assistance Program and Employee Awareness Program</p> <p>D5. The number of Regulators participating and promoting the national resources</p> <p>*Definition: GBA+ is an analytical process created by Status of Women Canada; used across the country by the federal government and also well-known across most sectors; considers multiple and diverse intersecting identity factors that impact how different people understand and experience initiatives</p>
SP2.2, Reinforce trust and the value of licensure	<p>A. Targeted public audiences perceive engineers as trustworthy and recognize engineering as a licensed profession</p>	<p>A1. Pre- and post-campaign audience perception research</p> <p>A2. Number of impressions and actions</p> <p>A3. Value of earned media*</p> <p>A4. Number and sentiment* of online interactions</p> <p>*Definitions:</p> <ul style="list-style-type: none"> • Earned media – news coverage in media • Earned media value – the estimated value of news coverage • Sentiment analysis – an analysis of the tone of comments
	<p>B. Engineering graduates and EITs recognize value in licensure</p>	<p>B1. Pre- and post-campaign perception research targeting engineering graduates and EITs</p> <p>B2. Number of impressions and actions</p> <p>B3. Number and sentiment of online interactions</p>
	<p>C. Regulators have a valuable national messaging framework and marketing support tools</p>	<p>C1. Number of Regulators engaged in the development of the framework and tools and the nature of their involvement</p> <p>C2. Identification by Regulators of where and how the messaging and support tools will be used and follow up to confirm use</p>

Strategic priority	What does success look like	How will we measure success in 2024?
		C3. Ongoing feedback received on the project
SP3.1, Uphold our commitment to excellence	A. Regulators, HEIs, and the engineering community benefit from effective delivery of products and services	A1. Achieve platinum certification as part of external benchmarking
	B. Staff benefit from increased engagement and retention, working in motivated teams, and improved health	B1. Achieve platinum certification as part of external benchmarking
	C. Engineers Canada benefits from sustainment of a high level of performance	C1. Achieve platinum certification as part of external benchmarking

BRIEFING NOTE: For information

Audited financial statements		4.3
Purpose:	To receive Engineers Canada's 2023 audited financial statements	
Prepared by:	Derek Menard, Director, Finance	
Presented by:	D. Nedohin-Macek, Chair of the FAR Committee	

Background

- The *Canada Not-for-profit Corporations Act* (CNCA) requires that the corporation's financial statements be placed before the members at every annual meeting.

Status Update

- The 2023 audit was performed in February 2024, after the close of year-end, by Raymond Chabot Grant Thornton (RCGT).
- At its April 2024 meeting, the Engineers Canada Board approved the audited financial statements.

Next steps

- Engineers Canada shall keep a copy of the financial statements for 2023.

Appendices

- **Appendix 1:** 2023 audited financial statements, including RCGT's report



Financial Statements of

ENGINEERS CANADA

And Independent Auditor's Report thereon

Year ended December 31, 2023



Independent Auditor's Report

**Raymond Chabot
Grant Thornton LLP**
City Park Place, Suite 200
1900 City Park Drive
Ottawa, Ontario
K1J 1A3

T 613-236-2211

To the members of Engineers Canada

Opinion

We have audited the financial statements of Engineers Canada, which comprise the statement of financial position as at December 31, 2023, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Engineers Canada as at December 31, 2023, and the results of its operations and its cashflows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditor's responsibilities for the audit of the financial statements" section of our report. We are independent of Engineers Canada in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other matter – Comparative information audited by a predecessor auditor

The financial statements of Engineers Canada for the year ended December 31, 2022 were audited by another auditor who expressed an unmodified opinion on those statements on April 29, 2023.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing Engineers Canada's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate Engineers Canada or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing Engineers Canada's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Engineers Canada's internal control;
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Engineers Canada's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Engineers Canada to cease to continue as a going concern;
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Raymond Chabot Grant Thornton LLP

Chartered Professional Accountants,
Licensed Public Accountants

Ottawa, Canada
April 8, 2024

ENGINEERS CANADA

Statement of Financial Position

December 31, 2023, with comparative information for 2022

	2023	2022
Assets		
Current assets:		
Cash and cash equivalents (note 3)	\$ 3,371,784	\$ 2,102,176
Amounts receivable (note 4)	1,196,755	1,193,477
Prepaid expenses and deposits	251,367	267,510
	4,819,906	3,563,163
Investments (note 5)	12,848,207	15,760,893
Tangible capital assets (note 6)	492,378	641,984
	\$ 18,160,491	\$ 19,966,040

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 7)	\$ 653,502	\$ 551,399
Deferred revenue	71,083	74,380
	724,585	625,779
Deferred lease inducement (note 8)	218,633	306,086
Net assets (note 9):		
Internally restricted:		
Contingency reserve	2,500,000	2,500,000
Legal contingency reserve	1,500,000	1,500,000
Strategic priorities reserve	2,000,000	2,000,000
Invested in tangible capital assets	385,667	492,588
Unrestricted	10,831,606	12,541,587
	17,217,273	19,034,175

Commitments (note 10)

	\$ 18,160,491	\$ 19,966,040
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See accompanying notes to financial statements.

On behalf of the Board:

Director

Director

ENGINEERS CANADA

Statement of Operations

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Revenue:		
National programs (note 11)	\$ 8,491,665	\$ 9,968,571
Corporate services	3,407,345	3,279,227
Investment income	579,868	589,431
Outreach	55,934	22,600
Unrealized gain (loss) in investments	942,583	(2,298,681)
	13,477,395	11,561,148
Expenses:		
Operating expenses:		
Accreditation	308,115	321,241
Fostering working relationships	176,217	148,226
Services and tools	190,010	107,494
National programs	894,086	882,694
Advocating to the Federal government	48,908	65,511
Research and regulatory changes	34,159	2,525
International mobility	85,433	66,816
Promotion and outreach	325,610	449,343
Diversity and inclusion	138,863	167,178
Protect official marks	164,347	156,746
Secretariat services	1,095,966	1,190,269
Corporate services (note 12)	7,603,288	7,354,726
	11,065,002	10,912,769
Excess of revenue over expenses before the undernoted	2,412,393	648,379
Projects spending:		
Accreditation improvement project	234,051	136,318
International mobility - IIDD one-time project	—	2,560
Services and tools – competency-based assessment	6,449	70,239
Service and tools – NMDB	5,000	184,040
Investigate and validate the purpose and scope of accreditation	727,874	992,578
Reinforce trust and the value of licensure	2,841,277	374,785
Strengthen collaboration and harmonization	143,190	95,459
Accelerate 30 by 30	233,149	208,953
Research and regulatory changes – foresight	—	133,675
Mobility register improvements	38,306	600
	4,229,296	2,199,207
Excess (deficiency) of revenue over expenses	\$ (1,816,903)	\$ (1,550,828)

See accompanying notes to financial statements.

ENGINEERS CANADA

Statement of Changes in Net Assets

Year ended December 31, 2023, with comparative information for 2022

	Contingency (note 9)	Legal contingency reserve (note 9)	Strategic priorities reserve (note 9)	Invested in tangible capital assets	Unrestricted	2023 Total	2022 Total
Balance, beginning of year	\$ 2,500,000	\$ 1,500,000	\$ 2,000,000	\$ 492,588	\$ 12,541,587	\$ 19,034,175	\$ 20,585,003
Excess (deficiency) of revenue over expenses	—	—	—	—	(1,816,903)	(1,816,903)	(1,550,828)
Amortization of tangible capital assets	—	—	—	(195,637)	195,637	—	—
Additions to tangible capital assets	—	—	—	46,031	(46,030)	—	—
Amortization of leasehold inducement	—	—	—	42,685	(42,685)	—	—
Balance, end of year	\$ 2,500,000	\$ 1,500,000	\$ 2,000,000	\$ 385,667	\$ 10,831,606	\$ 17,217,273	\$ 19,034,175

See accompanying notes to financial statements

ENGINEERS CANADA

Statement of Cash Flows

Year ended December 31, 2023, with comparative information for 2022

	2023	2022
Cash provided by (used in):		
Operating activities:		
Excess (deficiency) of revenue over expenses	\$ (1,816,903)	\$ (1,550,828)
Items not involving cash:		
Amortization of tangible capital assets	195,637	180,841
Amortization of lease inducement	(87,453)	(87,453)
Change in net unrealized loss (gain) on investments	(942,583)	2,298,681
Change in non-cash operating working capital:		
Decrease (increase) in amounts receivable	(3,278)	3,637
Increase in prepaid expenses and deposits	16,143	(45,172)
Increase (decrease) in accounts payable and accrued liabilities	102,104	(140,718)
Decrease in deferred contributions	(3,297)	(12,762)
	(2,539,630)	646,226
Investing activities:		
Net sale/(purchase) of investments	3,855,269	(1,420,737)
Additions to tangible capital assets	(46,031)	(160,378)
	3,809,238	(1,581,115)
Increase (decrease) in cash	1,269,608	(934,889)
Cash, beginning of year	2,102,176	3,037,065
Cash, end of year	\$ 3,371,784	\$ 2,102,176

See accompanying notes to financial statements.

ENGINEERS CANADA

Notes to Financial Statements

Year ended December 31, 2023

1. Governing statutes and nature of operations:

Engineers Canada is a national federation of the twelve provincial and territorial associations authorized to license engineers and regulate the practice of the profession across Canada. Engineers Canada exists so that constituent associations have support for an advancing engineering profession and its self-regulation in the public interest at a cost that is justified by the results.

Engineers Canada was originally incorporated without share capital under Part II of the Canada Corporations Act. Effective October 31, 2013, Engineers Canada continued its articles of incorporation from Canada Corporations Act to the Canada Not-for-profit Corporations Act and changed its name to Engineers Canada from the Canadian Council of Professional Engineers. Engineers Canada is a not-for-profit organization and as such is exempt from income tax under Section 149(1)(l) of the Income Tax Act (Canada).

2. Significant accounting policies:

These financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the CPA Canada Handbook - Accounting and include the following significant accounting policies:

(a) Revenue recognition:

Engineers Canada's principal sources of revenue are provincial assessment fees from members, and amounts from affinity and insurance programs.

Revenues for provincial assessment and annual per capita fees are recognized when the constituent members have been invoiced and are included in corporate services revenue on the statement of operations. Revenues from affinity programs are recognized when the amount becomes collectible according to the terms of the arrangement, the amount is fixed or determinable and collection is reasonably assured. These amounts are included in national program revenues on the statement of operations.

Investment income is recognized based on the number of days the investment was held during the year. Dividends are recognized as of the ex-dividend date. Gains or losses on the disposal of investments are determined using the average cost method. All investment revenues including realized and unrealized gains and losses on investments are recognized in the statement of operations.

Externally funded project revenues, which include government funded project revenues, are recognized using the deferral method of accounting as the related eligible expenses are incurred in accordance with the terms of each contract. Amounts received in excess of eligible expenses are disclosed as a liability. These amounts are included in outreach revenues on the statement of operations.

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

2. Significant accounting policies (continued):

(b) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. Engineers Canada has elected to carry investments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using straight-line rate method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year. Where an indicator of impairment is present, Engineers Canada determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount Engineers Canada expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial impairment charge.

(c) Tangible capital assets:

Tangible capital assets are recorded at cost less accumulated amortization. When a capital asset no longer contributes to Engineers Canada's ability to provide services, its carrying amount is written down to its residual value.

Amortization of tangible capital assets is provided on the straight-line basis as follows:

Asset	Terms
Furniture, fixtures and equipment	4 years
Computer hardware	4 years
Leasehold improvements	Remaining term of lease

(d) Deferred lease inducement:

Leasehold inducements are deferred and amortized over the term of the lease. Annual amortization is recorded as a credit to corporate services expense.

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

2. Significant accounting policies (continued):

(e) Allocated expenses:

In the statement of operations, Engineers Canada presents its expenses by function.

Engineers Canada does not allocate expenses between functions subsequent to initial recognition.

(f) Foreign currency translation:

Foreign currency transactions are initially recorded at the rate of exchange prevailing at the date of translation. Thereafter, monetary assets and liabilities are translated at the exchange rate in effect at the statement of financial position date. Revenue and expenses in a foreign currency are translated at the average monthly rate in effect during the year. Gains and losses resulting from the translation are included in investment income in the statement of operations.

(g) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Actual results could differ from these estimates. These estimates are reviewed annually and as adjustments become necessary, they are recognized in the financial statements in the period they become known.

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

3. Cash and cash equivalents:

(a) Cash balances:

Engineers Canada's cash balances consist of operating cash held in Canadian chartered banks and amounts held in a Canadian money market fund, and can be liquidated at any time.

	2023	2022
Operating cash	\$ 767,242	\$ 1,037,730
Canadian money market fund	2,604,542	1,064,446
	<u>\$ 3,371,784</u>	<u>\$ 2,102,176</u>

(b) Line of credit

Engineers Canada has a line of credit allowing it to borrow up to \$500,000 (2022 - \$500,000) at an interest rate of prime plus 1%. This line of credit is subject to annual renewal. There was no outstanding balance as at December 31, 2023 or 2022.

4. Amounts receivable:

	2023	2022
National programs	\$ 1,136,472	\$ 1,133,900
Government remittances receivable	56,748	59,577
Due from members	3,535	–
	<u>\$ 1,196,755</u>	<u>\$ 1,193,477</u>

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

5. Investments:

	2023 Fair value	2023 Cost	2022 Fair value	2022 Cost
Bond funds	\$ 6,767,294	\$ 7,060,403	\$ 6,482,795	\$ 7,002,609
Canadian equity funds	1,478,253	1,296,519	2,554,561	2,343,384
International equity funds	1,262,537	1,241,923	1,826,600	1,780,312
U.S. equity funds	1,327,424	932,451	2,167,331	1,877,256
Global equity funds	1,086,109	1,110,521	1,865,534	2,053,163
Alternative – Global	926,590	961,805	864,072	926,376
	\$ 12,848,207	\$ 12,603,622	\$ 15,760,893	\$ 15,983,100

Investments are held by Engineers Canada to fund its internally restricted net assets for the purposes specified in Note 9(a).

6. Tangible capital assets:

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
Furniture, fixtures and equipment	\$ 340,475	\$ 265,983	\$ 74,492	\$ 108,383
Computer hardware	487,792	403,766	84,026	69,490
Leasehold improvements	1,186,958	853,098	333,860	464,111
	\$ 2,015,225	\$ 1,522,847	\$ 492,378	\$ 641,984

Cost and accumulated amortization at December 31, 2022 amounted to \$1,969,195 and \$1,327,211, respectively.

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

7. Accounts payable and accrued liabilities:

	2023	2022
Operating	\$ 375,388	\$ 280,161
Accrued liabilities	81,681	67,754
Payroll related accruals	155,754	162,805
Secondary Professional Liability insurance premiums repayable to members	40,679	40,679
	\$ 653,502	\$ 551,399

There are no amounts payable for government remittances such as sales or payroll-related taxes included in operating or accrued liabilities.

8. Deferred lease inducement:

In 2015, Engineers Canada entered into a lease agreement to rent premises for the next ten years. As part of this agreement, Engineers Canada received a tenant allowance to cover fit-up costs up to a maximum of \$30 per square foot of space rented, as well as a rent-free period for nine months.

	Rent-free leasehold inducements	Tenant allowance - fit-up costs	Total
Balance, beginning of year	\$ 156,690	\$ 149,396	\$ 306,086
Less: amortization	(44,768)	(42,685)	(87,453)
Balance, end of year	\$ 111,922	\$ 106,711	\$ 218,633

9. Net assets:

Engineers Canada's overall objective with regard to its net assets is to ensure stability for the delivery of on-going programs and services, to fund strategic initiatives and to mitigate the financial impact of risks to its operations and achievement of strategic objectives. Engineers Canada manages its net assets by establishing restricted funds and committing amounts in the internally restricted net assets for anticipated future strategic priorities, contingencies, legal defense, and other capital requirements. These allocations are presented in the statement of changes in net assets and disclosed in Note 9(a).

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

9. Net assets (continued):

Engineers Canada's objective with respect to unrestricted net assets is to maintain a balance sufficient to meet the needs associated with ongoing operations. Engineers Canada's net assets invested in its capital assets is equal to their net book value less the corresponding lease inducement.

Engineers Canada is not subject to externally imposed capital requirements and it adopted a new overall strategy with respect to net assets that took affect in 2022.

(a) Internally restricted net assets:

Internally restricted net assets are funds committed for specific purposes, which reflect the application of Engineers Canada's Board policy as follows:

The Contingency Reserve is to mitigate the financial impact of the risk of future unexpected, negative events that could have a significant, adverse impact on the operations, revenues, and expenses of Engineers Canada. This reserve has a target level of \$2,500,000.

The Legal Reserve is to ensure that funds are available in case of legal challenge, to provide funds to cover deductibles for insurances, and to assist the Engineering Regulators where it is determined that they do not have the financial resources to defend an enforcement action and/or statutory obligation that has a clear and significant impact on the other Regulators. This reserve has a target level of \$1,500,000.

The Strategic Priorities Reserve is to provide funds for planned strategic initiatives, and to respond to future risks and investment needs in the performance, accessibility, and security of its information technology assets. This reserve has a target level of \$2,000,000.

Engineers Canada's Board of Directors will also create new reserves and/or discontinue existing reserves, if and when required.

10. Commitments:

Engineers Canada leases equipment and office space under operating leases which expire in April 2024 and June 2026. The future rental payments over the next four years including operating costs and taxes, are as follows:

2024	\$	665,606
2025		664,882
2026		332,191
	\$	1,662,679

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

11. National programs:

Engineers Canada is a party to a number of agreements with financial services companies. Under these agreements Engineers Canada derives revenues, referred to in these financial statements as affinity program and secondary professional liability insurance based on the purchase of goods and services by the members of Engineers Canada's various provincial and territorial member associations.

These agreements have varying terms and conditions as well as varying termination dates and methods, some of which have fixed expiry dates with renewal options and some of which are on-going until terminated with notice by either party.

The two most significant agreements account for 88% (2022 - 92%) of the national program revenues and have the following terms:

- twelve-year term expiring December 2029 with automatic five-year renewals until terminated by either party with 180 days' notice prior to the end of any such period which accounts for 69% (2022 - 76%) of the national program revenues; and
- on-going with no fixed expiry date which accounts for 19% (2022 - 16%) of the national program revenues.

12. Pension plan contributions:

Engineers Canada is the administrator of the Staff Pension Plan for Employees of Engineers Canada, which is a defined contribution plan registered with Financial Services Commission of Ontario. The contributions to the plan are \$420,133 (2022 - \$374,074), which are included in corporate services expense.

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

13. Financial risk management:

Engineers Canada is exposed to various financial risks resulting from both operational and investment activities. Engineers Canada's management addresses the situation by having different related policies such as the Reserves Policy, the Financial Commitments and Payment Policy, amongst others. Engineers Canada also outsources the management of its investment portfolio to an outside firm. There have been no significant changes to Engineers Canada's policies, procedures and methods to manage these risks.

(a) Market risk:

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices due to currency, interest rate and other price risks. Engineers Canada is exposed to market risk with respect to its investments, as disclosed in Note 5.

(b) Foreign currency risk:

Foreign currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Engineers Canada is exposed to foreign currency risk due to its investments denominated in foreign currencies within its US, International and Global equity funds as disclosed in Note 5. Engineers Canada holds minimal cash balances in foreign currencies.

(c) Interest rate risk:

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in market interest rates. Engineers Canada is exposed to interest rate risk with respect to its interest-bearing investments as disclosed in notes 3 and 5. Engineers Canada's other financial assets and financial liabilities do not bear significant amounts of interest. Engineers Canada does not use derivative financial instruments to reduce its interest rate risk exposure.

(d) Other price risk:

Other price risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or foreign currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. Engineers Canada is exposed other price risk due to its equity investments as disclosed in Note 5.

(e) Liquidity risk:

Liquidity risk is the risk that Engineers Canada will be unable to fulfill its obligations on a timely or cost-effective manner. Engineers Canada manages its liquidity risk by monitoring its operating requirements. Engineers Canada prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

ENGINEERS CANADA

Notes to Financial Statements (continued)

Year ended December 31, 2023

13. Financial risk management (continued):

(f) Credit risk:

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. Engineers Canada is exposed to credit risk in the event of non-payment by its counterparties in connection with its accounts receivable. In order to mitigate its credit risk, Engineers Canada has entered into long-term agreements for the majority of its receivables, employs credit policies and monitors collection. Refer to Note 11 for further details of the significant counterparty agreements. An allowance for doubtful accounts is established based on factors surrounding the credit risk of specific members, historical trends and other information. At December 31, 2023, the allowance for doubtful accounts was \$Nil (2022 - \$Nil).

Management believes that Engineers Canada is not exposed to significant risks from its financial instruments, although the interest rate and other price risks have increased in the year due to rising market interest rates and equity market fluctuations.

BRIEFING NOTE: For decision by the Members

Appointment of auditors		5
Purpose:	To appoint Raymond Chabot Grant Thornton as Engineers Canada's external auditors for 2024	
Motion(s) to consider:	<i>THAT Raymond Chabot Grant Thornton be appointed as the public accountant to audit the accounts of Engineers Canada for the 2024 fiscal year.</i>	
Votes required to pass:	2/3-60% majority (the motion must be supported by a minimum of two-thirds of the Members voting, who represent a minimum of sixty per cent of represented Registrants)	
Prepared by:	Derek Menard, Director, Finance Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	D. Nedohin-Macek, Chair of the FAR Committee	

Problem/issue definition

- The Engineers Canada Bylaw requires that the Members, on an annual basis, appoint a chartered professional accountant (CPA) licensed to practice public accounting in Ontario as auditor of Engineers Canada.

Proposed action/recommendation

- It is proposed that Raymond Chabot Grant Thornton (RCGT) be retained to provide auditing services for the upcoming 2024 fiscal year, with the fee as set in the proposal received in February 2023.
- If approved, this would be the second consecutive year that Engineers Canada will retain RCGT to provide external accounting services.
- Board Policy 6.4 sets out that the Finance, Audit and Risk (FAR) Committee will conduct a comprehensive review of the auditor at least every five years. This review was last completed in early 2023, when an RFP was issued for auditing services. Three proposals were received. After evaluating all three proposals, with support from Engineers Canada staff, the FAR Committee recommended that RCGT be retained for 2023, with the option to renew the contract in subsequent years.
- RCGT's audit services were professional and reasonably priced.

Other options considered

- No other options were considered this year given that an RFP was issued in the previous year, as noted above.

Risks

- None have been identified.

Financial implications

- The engagement with RCGT to conduct the 2024 audit represents a financial commitment of approximately \$17,200 for the 2024 budget year.
- This fee is accounted for in the 2024 Engineers Canada budget.

Benefits

- RCGT's audit fee provides significant savings in comparison to other firms.
- Working with RCGT for a second year will enable the auditors to provide greater efficiency and insights to staff and the FAR Committee.

Consultation

- N/A

Next steps (if motion approved)

- Staff, together with RCGT, will develop an audit plan in the early fall of 2024, for approval by Engineers Canada's FAR Committee.
- Thereafter, RCGT will conduct the 2024 audit, and results (i.e. the audited financial statements and report) will be presented to the Members at the May 2025 meeting.

Appendix

- None.

BRIEFING NOTE: For decision by the Members

2026 Per Capita Assessment Fee

6

Purpose:	To approve the 2026 Per Capita Assessment Fee
Motions to consider:	<i>THAT the 2026 Per Capita Assessment Fee be set at \$10 per Registrant.</i>
Vote required to pass:	2/3-60% majority (the motion must be supported by a minimum of two-thirds of the Members voting, who represent a minimum of sixty per cent of represented Registrants)
Prepared by:	Derek Menard, Director, Finance
Presented by:	Dawn Nedohin-Macek, Chair of the FAR Committee

Problem/issue definition

- The Per Capita Assessment Fee (PCAF) is defined in Article 1.1 of the Engineers Canada Bylaw, in part, as the “annual amount to be paid by each Member as determined by its number of Registrants.” Moreover, Article 7.2 of the Bylaw requires the Board, by January 1st of each year, to recommend to the Members the amount of the PCAF that will be in effect on the second following January 1st.
- On December 5, 2023, the Members received the Board’s recommendation for the 2026 PCAF in an email from Light Go, General Counsel and Corporate Secretary, wherein he stated:

“At its December 4, 2023 meeting, the Engineers Canada Board agreed to recommend to the Members that the 2026 Per Capita Assessment Fee would be at \$10 per Registrant. As a result, this recommendation will be going to the Members for their approval at the meeting of Members in May 2024.”

Proposed action/recommendation

- That the Members approve the 2026 PCAF.

Financial implications

- The PCAF of \$10 per Registrant will result in an increase in revenues of \$646K in 2026 in comparison to 2025.
- Services provided by Engineers Canada to the Regulators amounts to roughly \$48.60 per registrant.
- The PCAF was set at \$10.21 per registrant from 2006-2023. Had there been fee increases from 2007 to 2023 that aligned with Statistics Canada annual Consumer Price Index, the current PCAF would be \$14.83.

Benefits

- Coupled with a \$568,000 (4.6 per cent) reduction in operating expenses in 2024, increased revenues will help the organization return to a balanced operating budget.
- Returning to a balanced operating budget will help ensure the sustainability of the organization and funding for the 2025-2029 Strategic Plan.

- The Board approved deficit budgets in recent years, and significant funding on projects included in the 2022-2024 strategic plan, to draw down on the unrestricted reserves which had grown far beyond their \$1 million minimum target level.
- Growth in the unrestricted reserves was largely due to the acquisition of \$2 million per year in affinity funds that would have gone to Professional Engineers Ontario (PEO) had it joined the TDI affinity program. 2024 will be the first full year in which PEO will avail itself of the \$2 million in affinity funds, thus materially impacting the future rate at which the unrestricted reserves will grow. As a result, it is necessary to return to a balanced operating budget.
- The PCAF was reduced to \$8 per registrant for 2024 and 2025, as a means to reduce the large unrestricted reserve balance created by PEO not participating in the TDI affinity program, thus reducing revenue by an estimated \$684 thousand (6%) per annum.

Consultation

- The recommended 2026 PCAF is based on projected revenue and expenses for 2024, 2025, and 2026. The Finance, Audit, and Risk (FAR) Committee recommended that PCAF and the Board discussed and approved the PCAF recommendation at its December 2023 meeting.
- Directors have had the opportunity to consult with their councils and provide feedback since then.

Other options considered

- Three options for the PCAF were presented for consideration in the budget memo.
 - See [pages 79-81 of the December agenda book](#).
- Reductions in expenses by 4.6% are a step toward returning to a balanced operating budget while not depleting the net assets below the target levels, set in Board policy 7.12, *Net assets*. Further reductions in operating expenses may be required in 2025 to achieve a balanced operating budget in 2026. The Board has approved deficit budgets and significant funding on projects included in the 2022-2024 strategic plan to draw down on the unrestricted reserves which had grown far beyond their \$1 million minimum target level.

Next steps (if motion approved)

- The 2026 PCAF will be set at \$10.
- The FAR Committee will consider PCAF for 2027 at the pre-budget meeting in August 2024.

Appendices

- None

BRIEFING NOTE: For decision

2025-2029 Strategic Plan		7
Purpose:	To approve the 2025-2029 Strategic Plan	
Motion to consider:	<i>THAT Engineers Canada's 2025-2029 Strategic Plan be approved</i>	
Vote required to pass:	2/3-60% majority (the motion must be supported by a minimum of two-thirds of the Members voting, who represent a minimum of sixty per cent of represented Registrants)	
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning	
Presented by:	Nancy Hill, Engineers Canada President, and Chair of the Strategic Plan Task Force	

Problem/issue definition

- As per Board policy 1.4, *Strategic Plan*, the Board is responsible for developing a Strategic Plan. The purpose of strategic planning is to document the Board's direction and the outcomes Members want the organization to achieve.
- The process for the development of the 2025-2029 Strategic Plan started in summer 2022.
- A draft environmental scan was sent for consultation with Regulators, Canadian Engineering Accreditation Board (CEAB), Canadian Engineering Qualifications Board (CEQB), and Engineering Deans Canada (EDC) in September 2022.
- In September 2022, the Board approved that the duration of the strategic plan be extended to five years.
- The environmental scan was approved by the Strategic Plan Task Force (SPTF) in December 2022 and a strengths, weaknesses, opportunities and threats (SWOT) and strategic risks analysis was approved by the Finance, Audit, and Risk Committee (FAR) in December 2022. The final environmental scan, SWOT and strategic risks analysis were shared with the Board and its direct reports, and Regulator presidents and CEOs in February 2023.
- To identify strategic areas of focus, a foresight workshop was held with Board Directors and its direct reports, and Regulator presidents and CEOs on February 22, 2023.
- The Board refined potential strategic directions at the June 2023 strategic planning workshop. The strategic directions were thereafter presented at an information session with the Board, CEOs and presidents on October 4, 2023. Using the same content as was presented in the information session, Engineers Canada staff consulted with the CEAB and CEQB at their fall meetings and held individual consultations sessions with all 12 Regulators, and EDC.
- [Feedback received](#) highlights that:
 - It is appropriate to carry some 2022-2024 strategic priorities into the 2025-2029 strategic plan;
 - The scope of work is within Engineers Canada's mandate; and,
 - The proposed strategic directions support Regulators' needs.

Proposed action/recommendation

- That Engineers Canada's 2025-2029 Strategic Plan be approved.

Other options considered

- None as Members must adopt a strategic plan under Board policy 1.4, *Strategic Plan*.

Risks

- Not approving this Strategic Plan could result in:
 - Engineers Canada lacking strategic direction to execute its work once the 2022-2024 Strategic Plan ends;
 - Regulators' dissatisfaction, as they have invested time and resources to provide input in the development of the plan; and,
 - the Board not meeting its responsibilities under Board policy 1.4, *Strategic Plan*.

Financial Implications

- The estimated costs of all activities over five years is \$5M (\$1M annually).
- Should Regulators wish to scale up the marketing strategy, a separate financial discussion will have to be negotiated.

Benefits

- Engineers Canada has clear direction from Members on its work in 2025-2029.
- Regulators are aware of and support Engineers Canada's work in 2025-2029.
- The Board meets its responsibilities under Board policy 1.4, *Strategic Plan*.

Consultation

- All 12 regulators and EDC were consulted on the strategic priorities as proposed.

Next steps (if motion approved)

- If Members approve the 2025-2029 Strategic Plan, the plan will come into force on January 1, 2025.

Appendices

- **Appendix 1:** 2025-2029 draft Engineers Canada Strategic Plan

Realizing tomorrows

Engineers Canada 2025-2029 strategic plan



engineerscanada
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Message on behalf of the Engineers Canada Board

It is with great enthusiasm that we introduce Engineers Canada's 2025-2029 strategic plan, "Realizing Tomorrows."

As we stand at the crossroads of technological advancement and societal progress, the role of engineers in shaping a sustainable and innovative future cannot be overstated. Realizing Tomorrows reflects our steadfast commitment to both adapting to the changing landscape and actively influencing it. This plan is the culmination of extensive collaboration, thoughtful deliberation, and a shared dedication to regulatory excellence.

Realizing Tomorrows underscores our focus on translating ambitious ideas into tangible outcomes that will benefit the engineering profession and the impact engineers make in the world at large. In an era of rapid transformations, Engineers Canada is poised to envision, design, and implement solutions that transcend the challenges of today and usher us into a brighter tomorrow.

Our future includes a renewed **accreditation system** that works collaboratively with regulators and engineering educators, and a pan-Canadian **academic assessment** process that is fair and inclusive for all applicants.

We envision a profession that reflects and serves the **diversity** of Canadian society. We remain committed to continuing to increase the percentage of newly licensed engineers who are women and are broadening our focus to foster **truth and reconciliation** with Indigenous peoples while working with regulators to improve **equity, inclusion, and accessibility** across the engineering profession.

We will continue to increase **awareness** of the contributions of engineers to society with the public and work with regulators to determine a long-term course of action to follow up on the Building Tomorrows national marketing campaign.

We will uphold our ethical obligations of promoting **environmental sustainability** by considering carbon neutrality, and an environmental, social, and governance policy to reflect our commitment. We will also determine how Engineers Canada, working with regulators, can best advance the United Nations Sustainable Development Goals within the engineering profession.

We will also ensure that our **governance system** is designed to enable efficient and trustworthy decision-making that meets the expectations of the regulators.

We will succeed through strong relationships, working closely with Canada's engineering regulators and other interest holders, and remaining committed to our vision of advancing engineering through national collaboration.

Over the next five years, Realizing Tomorrows will guide us as we strive to elevate the engineering profession, our members, and the impact of our collective efforts. Through these strategic initiatives we are laying the foundation for a future that is inclusive, sustainable, and prosperous.

We invite you to join us on this journey of growth, innovation, and transformation. Together, we will shape the course of engineering excellence for generations to come.



Nancy Hill, B.A.Sc., LL.B., FCAE, FEC, P. Eng.

President



Michael Wrinch, PhD, FEC, P.Eng., ICD.D

President-Elect



Kathy Baig, MBA, FIC, ing., DHC

Past President

About Engineers Canada

Engineers Canada's vision is to advance Canadian engineering through national collaboration.

On behalf of Canada's engineering regulators, we provide expertise, services, and tools to help shape the direction and growth of the engineering profession in Canada, to establish consistent high standards, and to inspire public confidence. To fulfill this responsibility Engineers Canada works in ten main areas:

Accreditation: We evaluate and accredit undergraduate engineering programs at higher education institutions in Canada to ensure that graduates are academically qualified to be licensed as engineers.

Regulator collaboration: We facilitate and foster working relationships between and among the 12 provincial and territorial regulators on shared issues.

Support assessment, practice, and mobility in Canada: We develop national guidelines, papers, and tools that support regulators in fulfilling their mandates and enabling excellence in engineering practice.

National programs for engineers: We work with leading companies to provide engineers with insurance plans, financial services, travel discounts, and more to support engineers at every stage of their career.

Public affairs and government relations: We initiate and maintain positive relations with federal government policy-makers and advocate for evidence-based, public-interest policy-making informed by the expertise of engineers.

Regulatory research: We monitor the regulatory and engineering landscape, sharing this strategic information with engineering regulators so that they can adapt to upcoming trends and mitigate risks.

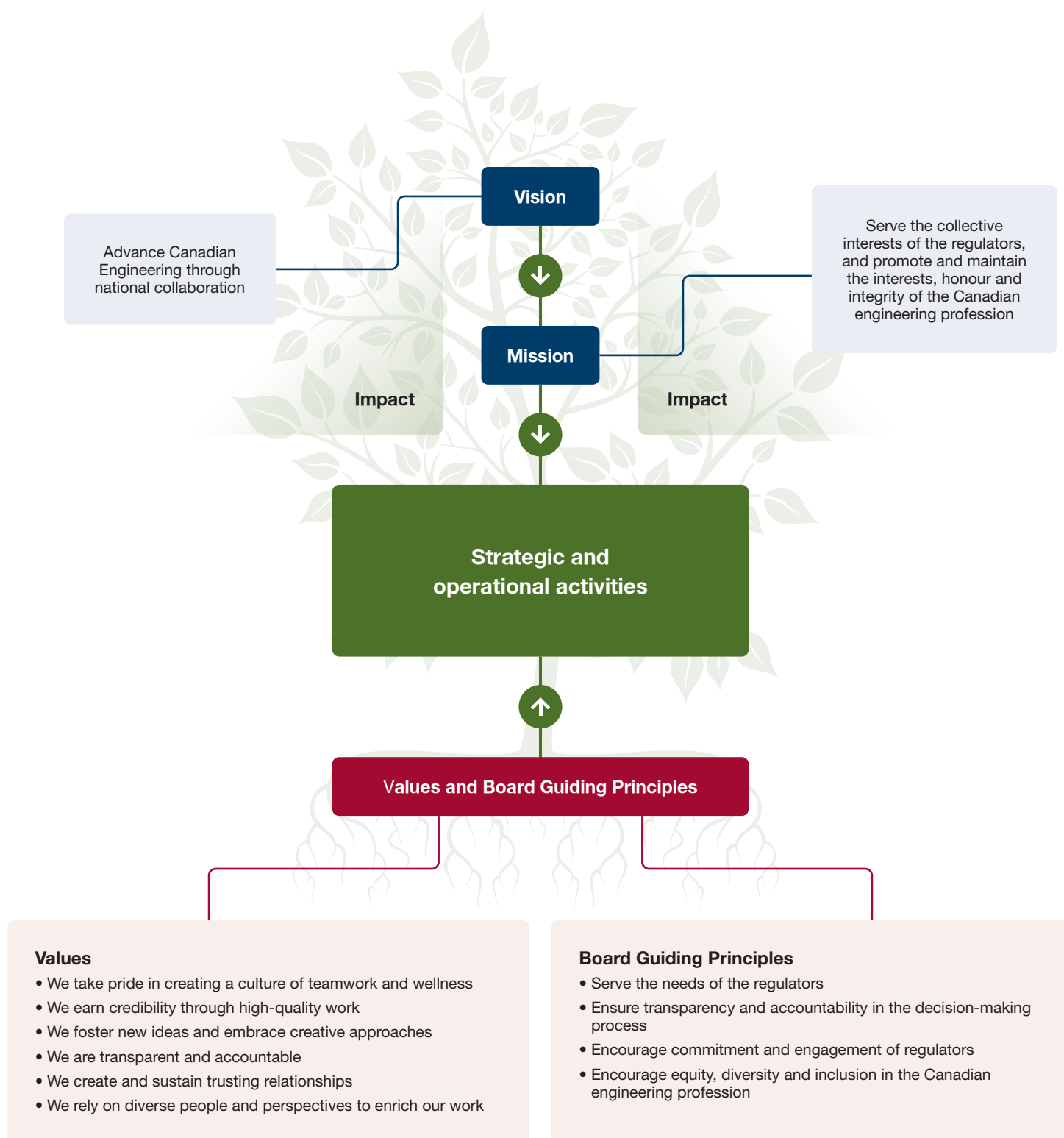
International mobility: We work with regulators and international partners to facilitate the mobility of Canadian engineers wishing to practise abroad and of internationally trained engineers wishing to practise in Canada.

Outreach and public awareness: We promote the value of the engineering profession by fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.

Equity, diversity, and inclusion: We champion the transformation of the profession to ensure it is welcoming of people from all backgrounds and reflects the demographics of Canadian society.

Protection of engineering marks: We protect any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects.

We achieve this through the interplay of our Board Guiding Principles and organizational values. These weave through all aspects of our work and workplace culture, creating a trusting, open place where each person can contribute and thrive.



Our strategic directions

Engineers build solutions to the world's most pressing challenges in pursuit of a safer, sustainable, and better future. Our strategic plan reflects how we will be contributing to realizing these tomorrows. Over the next five years, our strategic directions establish the key outcomes we wish to achieve with our partners and guide the course of Engineers Canada for the duration of this plan.

Realizing a stronger federation

Our success lies in our ability to quickly convene regulators and speak with a unified voice to respond to national issues.

As part of the 2022-2024 strategic plan, we reached a national agreement with all regulators on the desire for increased collaboration and regulatory harmonization. We will develop a process to identify, select, and implement collaboration and harmonization initiatives so that this work becomes part of our ongoing work with regulators.

As part of Engineers Canada's ongoing commitment to good governance, it is timely to review our governance system, the current iteration of which was adopted in 2019. We will learn from leading governance practices and identify ways to enhance our governance framework and processes so that they are efficient and responsive to contemporary issues. We will examine how the Board's composition, competencies, and reporting structure may better support the organization and those it serves. We will also examine voting procedures at Board and members' meetings and consider our funding model as a contribution to a unified federation.



Aspirational outcomes:

Engineers Canada has efficient and trustworthy governance processes.
Engineering regulators benefit from collaboration and harmonization.
Engineering regulation is more consistent, efficient, and effective across Canada.



Engineers Canada was founded in 1936—known at the time as the Dominion Council of Professional Engineers.

The new organization was originally founded by Alberta, British Columbia, Manitoba, New Brunswick, Nova Scotia, Quebec, and Saskatchewan. The remaining regulators would join the organization in the subsequent years.

In 1959, the name was changed to the Canadian Council of Professional Engineers, and in 2007 became Engineers Canada.

Our strategic directions

Realizing accreditation and academic assessments

The Canadian Engineering Accreditation Board accredits Canadian engineering programs on behalf of regulators and at the request of higher education institutions (HEIs). Applicants who have a degree from an accredited engineering program meet the academic requirement for licensure for all Canadian engineering regulators. Graduates of other programs must demonstrate that their education meets the academic requirement to obtain their engineering licence in Canada. Engineers Canada offers assessment tools to regulators to assist them in assessing applicants without an accredited degree.

The Canadian accreditation system was created in 1965. Since then, the landscape has dramatically changed: increasing numbers of applicants are coming from abroad, the number of engineering disciplines has surged, and the practice of engineering has become increasingly complex.

While some modifications have been made to the accreditation system and to licensure assessment processes, major changes are necessary to adapt to changing educational contexts, the needs of the engineering profession, and to align the assessment processes between applicants from CEAB-accredited programs and those of other backgrounds. This evolution is necessary for engineering regulators to continue to meet public, governments', and applicants' expectations for a transparent, fair, and efficient assessment process for all who wish to become licensed to practise engineering in Canada.

During the 2022-2024 strategic plan, we conducted a fundamental review of the accreditation process. Regulators and interest holders collaborated on the development of a new national academic requirement for licensure and on updating the purpose of accreditation. A path forward report provided recommendations to the Engineers Canada Board with direction for how those impacted could implement systems aligned with the new purpose of accreditation and corresponding national academic requirement for licensure.

As part of the 2025-2029 strategic plan, we will support regulators in implementing a new national academic requirement for licensure. We will also transition Engineers Canada's associated tools as required. We will work with key interest holders to build an improved accreditation system that is flexible, adaptable, and valued by regulators, educators, students, and accreditation volunteers. In collaboration with regulators, we will develop a business case for a national intake and academic assessment process for internationally educated applicants for licensure.



In 2020, over 18,000 students graduated from a CEAB-accredited engineering program. In 2022, Canadian regulators licensed 10,979 new engineers. Sixty-seven per cent held a degree from a CEAB-accredited program while 33 per cent were internationally educated.



Aspirational outcomes:

Accreditation is valued by regulators, educators, students, and accreditation volunteers.

Regulators have trusted, efficient, inclusive, and proactive licensure systems that help them meet fairness requirements and maintain authority for licensure.

The academic assessment processes for CEAB graduates and non-CEAB applicants for licensure are more fairly aligned.

Our strategic directions

Realizing our role in sustainability

Engineers are responsible for holding paramount the safety, health, and welfare of the public and the protection of the environment. Not only do engineers play a key role in sustainable development, they also protect public interest. Engineering regulators establish the standards and requirements that govern engineers and engineering practice, including those related to sustainable development.

The [United Nations' 17 Sustainable Development Goals \(UNSDGs\)](#) have been referenced by, and integrated within, the International Engineering Alliance's Graduate Attributes and Professional Competencies Framework. They also serve as a basis for the six Canadian Engineering Grand Challenges (CEGCs) 2020-2030 that were identified by Engineering Deans Canada.

Under the 2025-2029 strategic plan, we will work with regulators to define how we can best support them in environmental stewardship. We will explore if we want to become carbon neutral and adopt an environmental, social, and governance (ESG) policy to guide our decision-making processes. We will also work with regulators to determine how Engineers Canada can support regulators in helping the profession to achieve the UNSDGs.



According to KPMG's 2022 Survey of Sustainability Reporting, 94 per cent of Canadian companies report on their sustainability efforts with leading sectors being financial services, industrial, manufacturing and metals, and utilities. Of those who report, 45 per cent seek third-party assurance.



Aspirational outcome:

Engineers Canada has a defined role in environmental stewardship that complements regulators' efforts.



Our strategic directions

Realizing an inclusive profession

To remain dynamic and growing, the profession must ensure that engineering solutions serve an increasingly diverse client base. Engineers must also understand the impact of their practice on the various communities they serve.

Engineers Canada has worked to advance women in the profession for over three decades. Since 2014, the 30 by 30 initiative has brought together voices from across the engineering community who are united in increasing the percentage of newly licensed engineers who are women to 30 per cent by 2030.

During the 2022-2024 strategic plan, we provided information to support regulators and our 30 by 30 network to increase the number of engineering graduates who proceed through the licensure process. We also shared information and facilitated information exchange for regulators, higher education institutions, and engineering employers. We hosted the annual 30 by 30 Conference, expanded our partnership with student federations and national associations in support of 30 by 30, and participated in several conferences and projects in support of the strategic priority, resulting in new tools and resources. We also completed an environmental scan, an evaluation of the first decade of 30 by 30 and began implementing recommendations of the report.

As part of the 2025-2029 strategic plan, we remain focused on changing the culture of engineering to make it more inclusive and increasing the representation of women in the profession. As we approach 2030, our continued collaborative approach will allow us to focus on the recruitment and retention of women and sustain momentum beyond 2030. To realize a truly inclusive engineering profession, we will take an approach that recognizes the intersectionality of identities. We will embrace inclusion, diversity, equity, and accessibility (IDEA). We will partner with organizations and regulators to establish our role in moving IDEA forward in engineering. And we will ourselves endeavour to become an IDEA employer of excellence.

We will provide national support and leadership to advance truth and reconciliation in the engineering profession. Under the guidance of our Indigenous Advisory Committee, we will take a culturally sensitive approach that sets a foundation for truth before reconciliation, further develop our partnerships, and provide training and resources to our staff and volunteers.



“Like any cultural transformation, there’s not a one-and-done formula. There are many levers that need to be pulled.”

–Mia Mends, Global Chief Diversity, Equity, and Inclusion Officer and CEO of Impact Ventures at Sodexo North America



Aspirational outcome:

Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced truth and reconciliation.

Our strategic directions

Realizing a fuller awareness of engineers

Engineers adhere to the highest technical, professional, and ethical standards. They protect public interest by designing life-saving medical treatments, harnessing reliable energy sources, creating safe and sustainable infrastructure, strengthening cybersecurity, advancing space exploration, and more. The more the public learns about the work of engineers, the more trust they have in the engineering profession.

During the 2022-2024 strategic plan, we delivered a multi-million-dollar national awareness campaign to get opinion leaders in Canada to think differently about engineers and their impact on Canadians by shining a light on how engineers are making a difference in their world. This campaign was supported by the development of a set of consistent, national messages to communicate the value of engineering licensure to the public, engineering graduates, engineers-in-training (EITs), employers, and more. We also launched the Pathway to Engineering program to assist engineering graduates in pursuing licensure by equipping them with the knowledge and resources to succeed.

As part of the 2025-2029 strategic plan, we will convene regulators to review the impact of our national marketing campaign and determine what Engineers Canada's approach shall be with regard to strengthening awareness and trust of the profession, and the associated financial investment necessary to achieve success. A decision on scope and objectives will guide the implementation of an action plan. We will also continue to implement both the Pathway to Engineering program and the value of licensure messaging tools.



Aspirational outcome:

The public has an increased awareness of engineers' contribution to society.



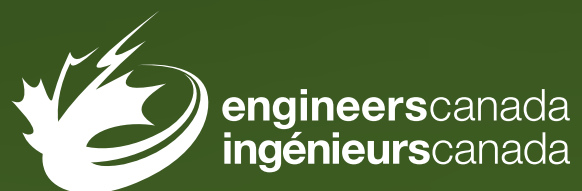
Public opinion research conducted by Engineers Canada showed that engineers are well known, but not known well.

More than four in five respondents trust in engineers and agreed that engineers command respect and trust.

But when asked further, there was a considerable knowledge gap regarding the breadth of expertise and impact of professional engineers on the world.

The Building Tomorrows campaign challenged Canadians to expand their perceptions of engineers—not just as builders of bridges and buildings—but as builders of solutions that make our world a better place.





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BRIEFING NOTE: For decision by the Members

Election of Directors		8
Purpose:	To elect the Engineers Canada's Directors	
Motion(s) to consider:	<p><i>THAT the following Directors be elected for the terms indicated below:</i></p> <ul style="list-style-type: none"> • <i>Christopher Dixon, nominee from Yukon (2024-2027)</i> • <i>Ann English (incumbent), nominee from British Columbia (2024-2027)</i> • <i>Lisa Doig, nominee from Alberta (2024-2027)</i> • <i>Anjum Mullick (vacancy replacement), nominee from Alberta (2024-2026)</i> • <i>Andrew (Drew) Lockwood, nominee from Saskatchewan (2024-2027)</i> • <i>Jitendra Paliwal, nominee from Manitoba (2024-2027)</i> • <i>Marisa Sterling, nominee from Ontario (2024-2027)</i> • <i>Arjan Arenja (incumbent), nominee from Ontario (2024-2027)</i> • <i>M. Jean-Luc Martel, nominee from Quebec (2024-2027)</i> • <i>Elliott Coles, nominee from PEI (2024-2027)</i> • <i>Darlene Spracklin-Reid (incumbent), nominee from Newfoundland (2024-2027)</i> 	
Votes required to pass:	2/3-60% majority (the motion must be supported by a minimum of two-thirds of the Members voting, who represent a minimum of sixty per cent of represented Registrants)	
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Nancy Hill, Engineers Canada President, and Director from Quebec	

Problem/issue definition

- The Engineers Canada Bylaw requires that each Member deliver a list of nominees, who are engineers in good standing, to the Engineers Canada Secretary, for consideration at the Annual Meeting of Members. Only individuals nominated in accordance with the nomination policy set out in the Bylaw are eligible to be a Director.
- In the call for Director nominees, Members are provided with Board policy 4.8, *Board composition profile*, which describes the Director skills, attitude and knowledge areas that are desired to serve the interests of Engineers Canada and the Regulators. The profile also contains information on the preferred experiences, including diverse lived experiences, that are desired in Director nominees.

Proposed action/recommendation

- That the Members approve the list of Director nominees, for the specified terms.

Other options considered

- N/A

Risks

- N/A

Financial implications

- Directors serve without remuneration but may be reimbursed for reasonable expenses incurred in the performance of duties.

Benefits

- The Board will benefit from having a sustained membership to support its work.

Consultation

- Engineers Geoscientists Manitoba (EGMB) initially provided a list of nominees. The HR Committee considered the skillsets of each qualified candidate against the current needs of the Board and recommended to EGMB that one candidate be put forward for election by the Members.

Next steps (if motion approved)

- Engineers Canada will update its corporate filings with the new Director information.

Appendix

- N/A