

Consultation Report on Draft 2025-2029 Strategic Plan

Fall 2023

In the fall 2023, Engineers Canada conducted a consultation of its draft 2025-2029 Strategic Plan. The following organizations were individually consulted on the content:

- 12 engineering Regulators
- Canadian Engineering Accreditation Board (CEAB)
- Canadian Engineering Qualifications Board (CEQB)
- Engineering Deans Canada (EDC)

This consultation report highlights received feedback for the groups above, in is presented in chronological order. The list of attendees is available in Appendix 1, and the presentation in Appendix 2.

Consultations feedback

The following section highlights received feedback by group, according to the slide that was presented.

1. Canadian Engineering Accreditation Board (September 16, 2023)

Feedback on current 2022-2024 strategic plan

- No feedback was received.

Feedback on proposed 2025-2029 strategic plan

Realizing accreditation and academic assessments

- Should accreditation be tied with academics only, or to the whole pathway to become an engineer (including experience)?

Realizing a stronger federation

- Why is there a need to review the governance structure at this time? Does the CEAB need to be either under the Board or the CEO? Will other alternatives be examined?
- It is unclear who speaks on behalf of Regulators? Is it Chief Executive Officers? Presidents?
- The role of the CEO versus the Board needs to be clarified in our governance structure.
- This is the first time we heard about the Board not being happy with us. We want to hear from the Regulators what is going wrong so that we can fix it.
- We don't feel supported by Engineers Canada. Are CEAB members on their own to manage their relationships with their local Regulator. Do we follow direction from the Regulators or the Board?

Realizing an inclusive profession

- This strategic priority should reference intersectionality.

Realizing a fuller awareness of engineers

- Engineering is falling behind. We need to increase public awareness of profession, so that we continue to attract the best and the brightest of the profession.

Other feedback

- The Board asked the CEAB to implement 30 by 30 in its activities, yet the Board did not back up the CEAB when it was time to implement it.
- The CEAB would like additional information on why the Board risk related to accreditation is red and whether the perspective comes from Regulators, the Board, Higher Education Institutions or others.
- Engineers Canada can help Regulators with unclear role in advocacy.
- Where did the idea of stopping the general visitors positions originated?
- The Strategic Plans are getting better as the years progress.
- The Strategic Plan addresses the reality as we know it now. We need to consider the impact of technology and the dangers associated with artificial intelligence.

Canadian Engineering Qualifications Board (September 17, 2023)

Feedback on current 2022-2024 strategic plan

- No feedback was received.

Feedback on proposed 2025-2029 strategic plan

Realizing a stronger federation

- Regulators are relying less on volunteers to perform self-regulation. It is in the public's interest that engineers self-regulate.
- Why is the CEAB and CEQB reporting box is green?
- Will the governance review consider how the structure fosters collaboration?

Other feedback

- Both staff and CEQB produce research papers. Who is responsible for what and why is the CEQB not involved in the production of papers written by staff?
- Is there a succession plan for the Engineers Canada CEO?
- The main reason Engineers and Geoscientists British Columbia moved away from proposing general visitors is that the role was typically fulfilled by staff, it was taking a lot of time away from their jobs, and that they trust the CEAB with performing accreditation.

Engineers PEI (October 18, 2023)

Feedback on current 2022-2024 strategic plan

Emerging areas

- Are the emerging areas selected based on the number of enrolled students in these disciplines?

Feedback on proposed 2025-2029 strategic plan

Realizing accreditation and academic assessments

- What is the cost associated with this work and what timeframe is anticipated?
- Is the proposed national intake process resulting from the consultations on the collaboration and harmonization strategic priority?
- How would the national intake service be funded?

Realizing an inclusive profession

- Do we have an idea of when the Indigenous Advisory Committee will make recommendations? The Board should know the recommendations before approving this pillar.

Realizing a fuller awareness of engineers

- If Members approve the 2026 per capita fees in May 2024, that leaves a two-year gap to fund the marketing campaign and potentially lose some momentum. Is it possible to change the per capita fees in 2024 so that we can fund the marketing campaign continuously at the same pace? The contracting company is really liked by Regulators. Is it possible to have them write a transition plan from this strategic before their contract is completed?

Realizing a stronger federation

- What is the issue related to the voting procedures at the Board and Members meetings?

Realizing our role in sustainability

- Competency-based assessment recognizes sustainability as one of the competencies. Even if this issue is not part of Regulators' strategic plan, they are working on sustainability for the profession. Perhaps the marketing campaign could contribute to this strategic priority.

Other feedback

- Are per capita fees on a five-year cycle to match the content of the strategic plan?

Ordre des ingénieurs du Québec (October 20, 2023)

Feedback on current 2022-2024 strategic plan

Collaboration and harmonization

- How is Engineers Canada planning on getting consensus on the selection of regulatory harmonization areas?
- Every jurisdiction operates under a specific legislative context, and there is a lack of flexibility to harmonize in some areas.
- Engineers Canada's international work and sharing national information among regulators is critical.

- In Québec, all regulatory changes are under hiatus until the government has released its reform. Unfortunately, OIQ does not have much control over what the government will decide, as even by-laws are imposed. Otherwise, we would ideally use national standards.

Reinforce trust and value

- How is Engineers Canada ensuring that there is no duplication of efforts, how does the coordination of the campaign work?
- In this area, collaboration does not have to be limited to messaging, but it can also include the timing of the event (split campaign timing between regulators and Engineers Canada).

Feedback on proposed 2025-2029 strategic plan

Realizing accreditation and academic assessments

- This project is coherent, well coordinated, and includes participants from all the different areas of the profession. The work is well run, and we have a shared vision.
- The next accreditation system needs to remain flexible and adaptable over the long term. There needs to be some safeguards to make sure the new system does not become increasingly stringent over time. It needs to allow students to study abroad and accommodate emerging disciplines.
- It is in the regulators' best interests that all Higher Education Institutions (HEIs) continue to request accreditation visits so that do not have to administer a parallel process for students with a CEAB degree.
- The assessment of non-CEAB applicants is a highly political issue that is outside the control of OIQ. OIQ will continue to participate to discussions and will do what it can to align with what other regulators do.

Realizing a fuller awareness of engineers

- OIQ understands that this priority is to mainly support smaller regulators. OIQ has gathered its own data to inform its local marketing campaign. There should be measures in place to prevent the duplication of efforts and wasting resources. The marketing campaign is very pretty, and OIQ is happy that Engineers Canada is conducting an evaluation of results.
- OIQ looks forward to seeing results of the marketing campaign. Are there early findings that can be shared?

Realizing a stronger federation

- OIQ is supportive of asking regulators to nominate directors with certain expertise areas (finance, IT, etc.), and is trying to implement a similar approach at the provincial level.
- OIQ should like to see efficiency added as a criterion for the governance review. The purpose of meetings should be meaningful and to act. It is possible to achieve quick wins at minimal cost.

Realizing our role in sustainability

- This is important work. Making statements and paying for carbon is easy, but the issue is more how to integrate it in decision-making, governance and in operations. This priority is supported by staff, not just by management and it needs to be to change the culture.

- OIQ surveyed the public to know what they expect from engineers in terms of sustainable development, and it reinforces our sustainability work as a profession and as an organization.

Other feedback

- From attending the World Engineers Convention last week that Engineers Canada has a lot of connections and that this is good work that is done on behalf of regulators.
- What factors have led to the “Diminished scope and value of engineering regulation” risk?
- Thank you for making an effort to make the presentation fully in French.

Association of Professional Engineers and Geoscientists Saskatchewan (October 31, 2023)

Feedback on current 2022-2024 strategic plan

Emerging areas

- Is Engineers Canada anticipating some areas to emerge? If so, how are these determined?

Accelerate 30 by 30

- APEGS is going through changes to better align with this work underway at Engineers Canada

Reinforce trust and value

- Does Engineers Canada have representation of all Regulators in this campaign?

Feedback on proposed 2025-2029 strategic plan

Realizing accreditation and academic assessments

- Have some specific institutions been more vocal about their displeasure? Are they at the table, participating in the current priority on accreditation?
- Has Engineers Canada mapped the different regulatory regimes across jurisdictions and how it will shape the future implementation of the non-CEAB applicants stream at the national level?

Realizing an inclusive profession

- Women are part of IDEA, why are they under a separate stream?

Realizing a stronger federation

- Is the intent to define a framework or methodology to keep picking collaboration areas over time?

Realizing our role in sustainability

- The ESG policy should guide decision-making.
- Engineers Canada should also look into how UNSDGs can be realized by the organization.
- Engineers Canada should go beyond carbon neutrality and provide examples of what that looks like for the profession.

Other feedback

- We are happy to see that key elements are being carried forward into the next strategic plan.
- Can APEGS staff identify any elements that should be there and that is not? Or things that are not as important for APEGS?
- The accreditation and the non-CEAB assessment streams are so big that they should be two stand-alone strategic priorities.
- Engineers Canada seems to be tackling appropriate issues for a national organization, and there is a need to figure out funding. I don't think we should add to this list.

Professional Engineers and Geoscientists Newfoundland and Labrador (November 1, 2023)

Feedback on current 2022-2024 strategic plan

Accreditation

- We are excited about the accreditation work and look forward to the recommendations.

Emerging areas

- Is advocacy a big proportion of Engineers Canada's work?
- Are academics involved in the development of emerging areas research paper?
- Are accredited programs considered in the selection of new emerging areas papers? It would be useful to share the list of new accredited programs with officials before they are accredited so that they can see what disciplines are emerging.
- Engineers Canada should work with other lobby organizations, like the Canadian Federation of Municipalities, to get funding for large infrastructure projects. A lot of infrastructure is getting to its end of life, and there is the compounding effect of climate change. Funding for these big infrastructure projects is directly tied to the mandate of Regulators to protect the public.

Reinforce trust and value

- This is a fantastic campaign that ties in nicely with our local campaign. We reinforce each other.
- The perception of who is an engineer is slowly changing.

Feedback on proposed 2025-2029 strategic plan

Realizing accreditation and academic assessments

- We are excited to see where this strategic priority goes.

Realizing our role in sustainability

- PEGNL is expanding the scope of its work on sustainability to influence license holders.

Other feedback

- I am surprised that the governance risk is not higher, as it is lower than other risks. If this situation continues, there will be an increasing erosion of the trust in Engineers Canada. The governance structure is also preventing Engineers Canada from realizing its full potential; it has a lot of great, competent staff.
- This was a great presentation, and we are a big supporter of Engineers Canada. The organization has great staff. No strategic priorities are outside Engineers Canada's mandate, and they will bring benefits to owners.

Engineers Yukon (November 8, 2023)

Feedback on current 2022-2024 strategic plan

Accelerate 30 by 30

- Is this strategic priority called accelerate to reach the goal faster than by 2030? Or does it mean that Engineers Canada put more resource and attention to the issue?

Feedback on proposed 2025-2029 strategic plan

Realizing accreditation and academic assessments

- This is a really important strategic priority.
- Is there broad support for the business case?

Realizing a fuller awareness of engineers

- As part of the marketing campaign, Engineers Canada should also consider raising awareness on how the regulatory system works and how it protects the public, so that when governments want to change engineering acts, the public is demanding status quo.
- Is Engineers Canada expecting to secure long-term funds to recover from PEO availing itself of the affinity money?

Other feedback

- Can Council members that did not attend the session, submit their feedback via email after this meeting?
- The strategic plan reflects what the Regulators want to see continued, which is primarily the governance review and the accreditation work.
- Is the proposed work informed by budgeting?

Engineering Deans Canada (November 9, 2023)

Realizing an inclusive profession

- The strategic priority does not include changing the mindset of existing engineers and the system, which should be included.

Realizing a fuller awareness of engineers

- Higher Education Institutions run events to bolster women's representation in engineering, using their tight budgets. While Regulators are expecting us to contribute to 30 by 30, they are not supporting us financially.
- The 100th anniversary of the Iron Ring ceremony is coming soon, providing an opportunity to celebrate engineering. It would be great if Engineers Canada could financially support the celebrations.
- The profession needs to be more proactive in regulating artificial intelligence and how it relates to engineering. Is Engineers Canada lobbying the government on this issue?

Professional Engineers Ontario (November 8, 2023)

Feedback on current 2022-2024 strategic plan

Collaboration and harmonization

- Who will sign the statement of collaboration?

Trust and value

- How is the marketing strategy being implemented by PEO? How does it fit with the ending of the EIT program?

Feedback on proposed 2025-2029 strategic plan

Realizing accreditation and academic assessments

- How long in advance does Engineers Canada have to apply for funding from the federal government? Should we start applying right now to be on time for 2027?

Realizing a stronger federation

- Regulators should benchmark how long it takes them to handle complaints, grant licenses etc. We need to set targets and meet them.
- Engineers Canada is already asking Regulators for Directors with a certain set of competencies. How would the Board composition look under the proposed approach?

- Should Engineers Canada function as a separate organization from Regulators, with Directors that have a fiduciary to the national organization only? Or do we need to adopt a model that is more representative of the fact that it serves the Regulators?
- Engineers Canada currently has a competency-based Board.

Other feedback

- The strategic plan is well planned and explained.
- Is there an opportunity at the operational level to collaborate together on technology?
- This was a good presentation. Thank you to the team.

Association of Professional Engineers and Geoscientists Alberta (November 14, 2023)

Feedback on current 2022-2024 strategic plan

Accelerate 30 by 30

- Is Engineers Canada looking into changing its metrics to measure success for this strategic priority?

Reinforce trust and value

- Should the marketing campaign target individuals that are working as software engineers?
- The marketing campaign is a great collaborative effort with Engineers Canada. It's great to hear that Engineers Canada is nimble, and that it reinforces the message that the public can trust engineers and geoscientists.
- Is Engineers Canada using "engineer" or "professional engineer" in its communications?

Feedback on proposed 2025-2029 strategic plan

Realizing accreditation and academic assessments

- This is a high priority for APEGA. We will need a lot of cooperation and help, but it's a worthwhile cause to pursue.

Realizing a fuller awareness of engineers

- We should target individuals working in emerging areas and make a case for them to become licensed.
- We should use the term "professional engineer", and not just "engineer" to put emphasis on being a member of a profession.

Realizing a stronger federation

- Engineers Canada should look into adopting outcomes as success measures for the governance review. It should also consider bringing other organizations in the governance structure such as Ontario Society of Professional Engineers and the new BC advocacy body.

Other feedback

- Are recent events in Alberta going to change Engineers Canada's strategic directions? Engineers and Geoscientists British Columbia splitting is another significant event.
- Are the new strategic directions supporting the work of the current collaboration and harmonization strategic priority?
- APEGA appreciates Engineers Canada's letter. The letter received some media attention and APEGA was asked to do some interviews as a result of it. Opening up the act for software engineering opens the door for others.
- Continuing professional development and registration processes are the top priorities for APEGA' and they support a stronger federation.

Engineers Nova Scotia (November 17, 2023)

Feedback on current 2022-2024 strategic plan

Accelerate 30 by 30

- What is the overall percentage of newly female licensees?

Feedback on proposed 2025-2029 strategic plan

Realizing accreditation and academic assessments

- Thank you for this work and for taking the time to talking to us about the issues related to non-CEAB applicants. We are really interested in seeing how this work unfolds.

Realizing an inclusive profession

- What is the engineering profession asked to do under the Call for Actions?

Realizing a fuller awareness of engineers

- Can we leverage the marketing campaign to respond to the recent events in Alberta?
- Perhaps engineering regulators did themselves a disservice when they took out professional from their association's names.
- Legally the fight is not over, so we do not need to take a step back.

Other feedback

- How is the change in budget impacting your ability to deliver the 2025-2029 strategic plan?
- What is the timeline to provide final feedback?

Engineers and Geoscientists Manitoba (November 17, 2023)

Feedback on current 2022-2024 strategic plan

Accreditation

- Have HEIS been involved in this strategic priority?

Collaboration and harmonization

- If Regulators could harmonize continuing professional development requirements that would be a huge win. Over the years, the situation has gotten worse across jurisdictions.
- Why do we need this priority when we have had the agreement on internal trade for a long time?

Feedback on proposed 2025-2029 strategic plan

Realizing an inclusive profession

- Given the increasing percentage of applicants coming from outside Canada, are there any efforts to change the culture in Canada to be more receptive to professionals coming from abroad?
- What lessons can be learned from other professions that have successfully tackled competencies?
- When will the recommendations from the Indigenous Advisory Committee be available?

Realizing a fuller awareness of engineers

- The best form of marketing is better regulation and practice of engineering.

Realizing our role in sustainability

- This is the most important priority, and it should come first in the strategic plan. Engineers Canada should show examples of how sustainability looks like throughout an engineer's career.

Engineers and Geoscientists New Brunswick (November 20, 2023)

Feedback on proposed 2025-2029 strategic plan

Realizing our role in sustainability

- The UNSG should be achieved by 2030. What is realistic for Engineers Canada to achieve by that time?

Engineers and Geoscientists British Columbia (November 22, 2023)

Feedback on current 2022-2024 strategic plan

Collaboration and harmonization

- Has this strategic priority built long-term momentum?
- With over half of applicants coming from outside Canada, there is more interest in harmonizing on the assessment of non-CEAB applicants. Registration should be national; foreign-trained applicants move to Canada, not British Columbia.

Emerging areas

- Emerging areas is also part of our strategic plan as we need to look into how we can regulate them. We need to find out if there is an appetite to discuss among Regulators how we can collectively regulate these areas.

Reinforce trust and value

- The ads are really good.
- APEGA put their ads in the airport, and it's very effective.

Feedback on proposed 2025-2029 strategic plan

Realizing accreditation and academic assessments

- We support the work on accreditation.
- Is it possible to accelerate the work on the non-CEAB applicant stream? EGBC will likely receive more complaints if Engineers Canada does not move fast enough.
- This strategic priority aligns with EGBC's strategic plan.

Realizing an inclusive profession

- This is also one of EGBC's strategic priority.

Realizing a stronger federation

- How open is the Board to looking into composition and reporting relationships?

Other feedback

- Thank you for taking the time to speak with us. This strategic plan is comprehensive and informative. We are excited to move forward on this work.
- Kudos to Engineers Canada for the consultative nature of the development of this strategic plan. We had multiple touch points and we feel good about the presented content.

Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists (November 24, 2023)

Feedback on current 2022-2024 strategic plan

Accreditation

- Are the Deans involved in this work?

Collaboration and harmonization

- Is Engineers Canada collaborating with geoscientists?

Reinforce trust and value

- The marketing campaign is making a difference, especially with kids.

Feedback on proposed 2025-2029 strategic plan

Realizing a fuller awareness of engineers

- We will not get to 30 by 30 without marketing efforts. Perhaps we could also use the campaign to attract more individuals from abroad to apply to become engineers in Canada.

Other feedback

- This strategic plan is a good piece of work. What will be the resource requirements to deliver these strategic priorities? Have we ensured that we do not burn out our volunteers?

Appendix 1: Attendees

Canadian Engineering Accreditation Board consultation, October 13, 2022

Volunteers

- Ernest Barber, Engineers Canada Director Appointee, Engineers Canada Board
- Suzelle Barrington, Member, Canadian Engineering Accreditation Board
- Pierre Bourque, Member, Canadian Engineering Accreditation Board
- Emily Cheung, Member, Canadian Engineering Accreditation Board
- Pemberton Cyrus, Chair, Canadian Engineering Accreditation Board
- Waguih ElMaraghy, Member, Canadian Engineering Accreditation Board
- Jason Foster, Member, Canadian Engineering Accreditation Board
- Ray Gosine, Member, Canadian Engineering Accreditation Board
- Nancy Hill, President, Engineers Canada, Chair, Strategic Planning Task Force and Ontario Representative
- Sudhir Jha, Engineers Canada Director Appointee, Engineers Canada Board
- Diane Kennedy, Member, Canadian Engineering Accreditation Board
- Paula Klink, Past Chair, Canadian Engineering Accreditation Board
- Nicholas Krouglicof, Member, Canadian Engineering Accreditation Board
- Jim Lee, Member, Canadian Engineering Accreditation Board
- Julius Pataky, Member, Canadian Engineering Accreditation Board
- Mrinal Mandal, Member, Canadian Engineering Accreditation Board
- Jeff Pieper, Member, Canadian Engineering Accreditation Board
- Michael Roach, Member, Canadian Engineering Accreditation Board
- Ramesh Subramanian, Member, Canadian Engineering Accreditation Board
- Tara Zrymiak, Member, Canadian Engineering Accreditation Board

Engineers Canada Staff

- Elise Guest, Assistant Manager, Accreditation
- Johanne Lamarche, Accreditation Coordinator
- Gerard McDonald, Chief Executive Officer
- Mélanie Ouellette, Manager, Strategic and Operational Planning
- Stephanie Price, Executive Vice President, Regulatory Affairs
- Mya Warken, Manager, Accreditation and CEAB Secretary

Canadian Engineering Qualifications Board consultation, September 17, 2023

Volunteers

- Kamran Behdinin, Member, Canadian Engineering Qualifications Board
- Marcie Cochrane, Member, Canadian Engineering Qualifications Board

- Frank Collins, Chair, Canadian Engineering Qualifications Board
- Anil Gupta, Member, Canadian Engineering Qualifications Board
- Margaret Anne Hodges, Past Chair, Canadian Engineering Qualifications Board
- Nancy Hill, President, Engineers Canada, Chair, Strategic Planning Task Force and Ontario Representative
- Amy Hsiao, Member, Canadian Engineering Qualifications Board
- Samer Inchasi, Vice-Chair, Canadian Engineering Qualifications Board
- Sudhir Jha, Engineers Canada Director
- Tim Kirby, Engineers Canada Director Appointee, Engineers Canada Board
- Nadia Lehoux, Member Canadian Engineering Qualifications Board
- Carol MacQuarrie, Member, Canadian Engineering Qualifications Board
- Farzad Rayegani, Member, Canadian Engineering Qualifications Board
- Marlo Rose, Engineers Canada Director
- Karen Savage, Member, Canadian Engineering Qualifications Board
- Ian Sloman, Member, Canadian Engineering Qualifications Board
- Marisa Sterling, Engineers Canada Director Appointee, Engineers Canada Board
- Allen Stewart, Member, Canadian Engineering Accreditation Board
- Adam Wallace, Member, Canadian Engineering Qualifications Board
- Qing Zhao, Member, Canadian Engineering Qualifications Board

Regulators staff

- Heather Appleby, Director of Registration, PEGNL
- Amit Banerjee, Director, Registration Operations, Association of Professional Engineers & Geoscientists of Alberta
- Jim Landrigan, Executive Director and Registrar, Engineers PEI
- Kate MacLachlan, Director, Registration, Association of Professional Engineers & Geoscientists of Saskatchewan
- Jason Ong, Director, Registration, Engineers & Geoscientists British Columbia
- Allison Smith, Academic Review Committee Assistant, Association of Professional Engineering and Geoscientist of Saskatchewan
- Delee Silvius, Assistant Director, Association of Professional Engineering and Geoscientist of Saskatchewan

Engineers Canada staff

- Gerard McDonald, Chief Executive Officer
- Ryan Melsom, Manager and Secretary, Qualifications
- Mélanie Ouellette, Manager, Strategic and Operational Planning
- Alison Peverley, Coordinator, Qualifications
- Stephanie Price, Executive Vice President, Regulatory Affairs
- Mya Warken, Manager, Accreditation and CEAB Secretary

Engineers PEI, October 18, 2022

Attendees

- Geoff Connolly, Engineers Canada Director
- Jim Landrigan, Executive Director
- Adam MacKenzie, Councillor
- Colin McQuillan, Past President
- Kent Nicholson, Councillor
- Marianne Perry, Vice President

Engineers Canada staff

- Gerard McDonald, Chief Executive Officer
- Mélanie Ouellette, Manager, Strategic and Operational Planning
- Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships

Ordre des ingénieurs du Québec, October 20, 2022

Attendees

- Kalina Bacher-René, OIQ
- Menelika Bekolo, Engineers Canada Director
- Sophie Larivière-Mantha, President, and Engineers Canada Director
- Pamela McGovern, Legal Counsel
- Patrick Savard, Directeur général
- Nicolas Turgeon, Engineers Canada Director

Engineers Canada staff

- Gerard McDonald, Chief Executive Officer
- Mélanie Ouellette, Manager, Strategic and Operational Planning
- Stephanie Price, Executive Vice President, Regulatory Affairs
- Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships

Association of Professional Engineers and Geoscientists Saskatchewan, October 31, 2023

Attendees

- Ernie Barber, Engineers Canada Director
- Greg Vogelsang, President
- Erin Moss Tressel, President-elect
- Ian Farthing, Vice-President
- Chris Wimmer, Director of Professional Standards

- Kate MacLachlan, Director of Registration & Deputy Registrar
- Gina McGinn, Director of Governance & Strategy
- Stormy Holmes, Executive Director and Registrar

Engineers Canada staff

- Gerard McDonald, Chief Executive Officer
- Mélanie Ouellette, Manager, Strategic and Operational Planning
- Stephanie Price, Executive Vice President, Regulatory Affairs
- Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships

Professional Engineers and Geoscientists Newfoundland and Labrador, November 1, 2023

Attendees

- Gerry Antle, Chair
- Heather Appleby, Director of Registration
- Jonathan Evans, Director of Finance & Administration
- Mark Fewer, Chief Executive Officer & Registrar
- Bill Hunt, Director of Professional Standards
- Darlene Spracklin-Reid, Engineers Canada Director

Engineers Canada staff

- Gerard McDonald, Chief Executive Officer
- Mélanie Ouellette, Manager, Strategic and Operational Planning
- Stephanie Price, Executive Vice President, Regulatory Affairs
- Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships

Engineers Yukon, November 8, 2023

Attendees

- Kimberley King, Executive Director & Director of Registration
- Alison Anderson, Engineers Canada Director
- Adam Wallace, Vice-President, Engineers Yukon

Engineers Canada staff

- Gerard McDonald, Chief Executive Officer
- Mélanie Ouellette, Manager, Strategic and Operational Planning
- Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships

Engineering Deans Canada, October 25, 2023

(Unavailable)

Professional Engineers Ontario, November 13, 2023

Attendees

- Dan Abrahams, Vice-President, Policy and Governance, Chief Legal Officer
- Arjan Arenja, Engineers Canada Director
- Christian Bellini, Engineers Canada Director
- Nancy Hill, President, Engineers Canada, Chair, Strategic Planning Task Force and Ontario Representative
- Tim Kirby, Engineers Canada Director
- Avril Kwiatkowski, Director, Digital Transformation
- Katarina Pralijak, Director, Communications
- Marina Solakhyan, Director, Governance
- David Smith, Director, External Relations
- Americo Viola, Vice President, Regulatory Operations and Deputy Registrar

Engineers Canada staff

- Gerard McDonald, Chief Executive Officer
- Mélanie Ouellette, Manager, Strategic and Operational Planning
- Stephanie Price, Executive Vice President, Regulatory Affairs
- Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships

Association of Professional Engineers and Geoscientists Alberta, November 14, 2023

Attendees

- Jill Arbuthnott, Executive Assistant to the Registrar and Chief Executive Officer
- Natasha Avila, Engineers Canada Director
- Laura Beats, Executive Assistant to the Deputy Registrar and Chief Regulatory Officer
- Nancy Biamonte, Chief Professional Sustainability Officer
- Yvan Boutin, Chief Financial and Corporate Officer
- John Corriveau, Deputy Registrar and Chief Regulatory Officer
- Lisa Doig, Past-President
- Sherica Lewars, Director, Finance
- Jay Nagendran, Registrar and Chief Executive Officer
- Krista Nelson-Marciano, Director, Business Performance

- Manon Plante, President
- John Van der Put, Engineers Canada Director

Engineers Canada staff

- Gerard McDonald, Chief Executive Officer
- Mélanie Ouellette, Manager, Strategic and Operational Planning
- Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships

Engineers and Geoscientists New Brunswick, October 25, 2023

Attendees

- Matt Alexander, Geoscientist Canada Director
- Shawn Amberman, At-Large
- Lia Daborn, Chief Executive Officer
- Adrian Davis, Geoscientist
- Tammy Lamey, Fredericton
- Michelle Paul-Elias, Past President
- Marlo Rose, Engineers Canada Director
- Raphael Roy, President
- Holly Young, Vice-President

Engineers Canada staff

- Gerard McDonald, Chief Executive Officer
- Mélanie Ouellette, Manager, Strategic and Operational Planning
- Stephanie Price, Executive Vice President, Regulatory Affairs
- Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships

Engineers Nova Scotia, November 17, 2023

Attendees

- Adam Donaldson, Vice-President
- Kris Dove, Chief Operating Officer and Treasurer
- Cliff Johnston, Councillor
- Christine Larocque, Director of Communications and IT
- Yi Liu, Dalhousie University Representative
- DS (Pal) Mann, Chief Executive Officer and Registrar
- Heidi McKnight-Whitford, Director of Outreach and Partnerships
- Krista E. Phillips, Councillor

- Ian Squire, Regional Representative

Engineers Canada staff

- Gerard McDonald, Chief Executive Officer
- Mélanie Ouellette, Manager, Strategic and Operational Planning
- Stephanie Price, Executive Vice President, Regulatory Affairs
- Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships

Engineers and Geoscientists Manitoba, November 17, 2023

Attendees

- Kathryn Atamanchuk, President
- Michael Gregoire, Acting Chief Executive Officer and Registrar
- Mike Houvardas, Executive Committee Member
- Carol Martiniuk, Elected Councillor
- Christina McDonald, Appointed Councillor
- Raphael Nwabuzor, Manager of Professional Standards
- Alan Pollard, Elected Councillor
- Scott Sarna, Director Government Relations
- Lisa Stepnuk, Elected Councillor
- Kyle Ward, EIT Elected Councillor
- Ian Wiebe, Manager, Finance
- Stephen Wu, Elected Councillor
- Anjanette Zielinski, Director Registration

Engineers Canada staff

- Gerard McDonald, Chief Executive Officer
- Mélanie Ouellette, Manager, Strategic and Operational Planning
- Stephanie Price, Executive Vice President, Regulatory Affairs
- Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships

Engineers and Geoscientists British Columbia, November 22, 2023

Attendees

- Mark Adams, Immediate Past Chair
- Jennifer Cho, Chief Financial and Administration Officer
- Ann English, Engineers Canada Director
- Michelle Mahovlich, Chair

- David Pavan, Chief Regulatory Officer
- Michael Wrinch, President-Elect and Engineers Canada Director
- Heidi Yang, Chief Executive Officer

Engineers Canada staff

- Gerard McDonald, Chief Executive Officer
- Mélanie Ouellette, Manager, Strategic and Operational Planning
- Stephanie Price, Executive Vice President, Regulatory Affairs
- Heidi Theelen, Director, Strategic Planning and Organizational Excellence
- Jeanette Southwood, Vice President, Corporate Affairs and Strategic Partnerships

Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists (NAPEG) consultation, October 13, 2022

Attendees

- Kristjana Dunn, Deputy Registrar
- Dinah Elliot, Second Vice President
- Paul Guy, Vice-President
- Sudhir Jha, Engineers Canada Director
- Vince McCormick, Executive Director and Registrar
- Carlos Philipovsky, Councillor
- Matthew Senkow, Councillor
- Melanie Williams, President

Engineers Canada staff

- Gerard McDonald, Chief Executive Officer
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Appendix 2: Presentation

Regulator Consultations on the 2025-2029 Engineers Canada Strategic Plan

Gerard McDonald,
Chief Executive Officer
Fall 2023



Agenda

01

Context

02

Update on
current 2022-
2024 strategic
priorities

03

2025-2029
strategic
priorities

04

Next steps



Milestones



3

Purposes of Engineers Canada

1	Accredit undergraduate engineering programs
2	Facilitate working relationships between the regulators
3	Provide services and tools
4	Offer national programs
5	Advocate to the federal government

Purposes of Engineers Canada

6	Manage risks and opportunities associated with mobility of work and practitioners internationally
7	Actively monitor, research, and advise on changes and advances
8	Foster recognition of the value and contribution of the profession to society and spark interest
9	Promote diversity and inclusivity in the profession that reflects Canadian society
10	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

Board's guiding principles





Values

- Take pride in creating a culture of teamwork and wellness
- Earn credibility through high-quality work
- Foster new ideas and embrace creative approaches
- Are transparent and accountable
- Create and sustain trusting relationships
- Rely on diverse people and perspectives to enrich our work

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2022-2024 strategic priorities

1.1. Accreditation

1.2. Collaboration
and Harmonization

1.3. Emerging
disciplines

2.1. Accelerate
30 by 30

2.2. Reinforce
trust and value

3.1. Organizational
excellence

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Accreditation

- **2022-2023**
 - Benchmarked Canadian Engineering Accreditation System
 - Analyzed current and Emerging Practices in Engineering Education
 - Held a strategic foresight session
 - Completed simulations
 - Developed draft Purpose of Accreditation and National Academic Requirement for Licensure
- **2023-2024**
 - Consult Regulators, EDC and other stakeholders
 - Finalize Purpose and Academic Requirement
 - Provide recommendations to Board on path forward

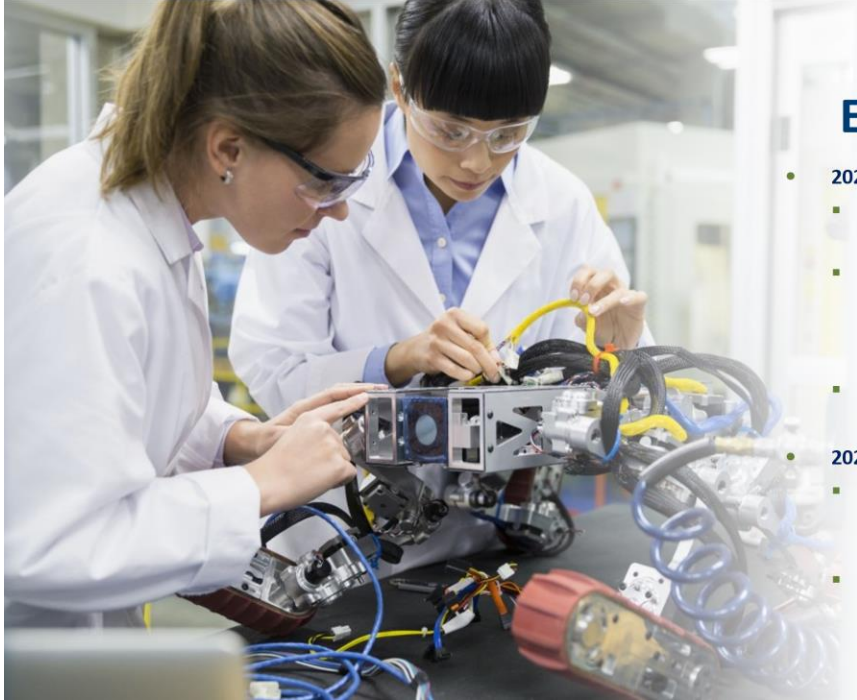
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Collaboration and harmonization

- **2022-2023**
 - Consulted Regulators on lessons learned
 - Mapped legislative authorities
 - Shared position paper and consultation plan
 - Held in-person Regulator consultations
 - Identified potential areas of national collaboration
- **2023-2024**
 - Hold a national consultation with CEOs, Presidents and Directors
 - Finalize and sign Statements of Collaboration with Regulators
 - Select focus area with CEO Group

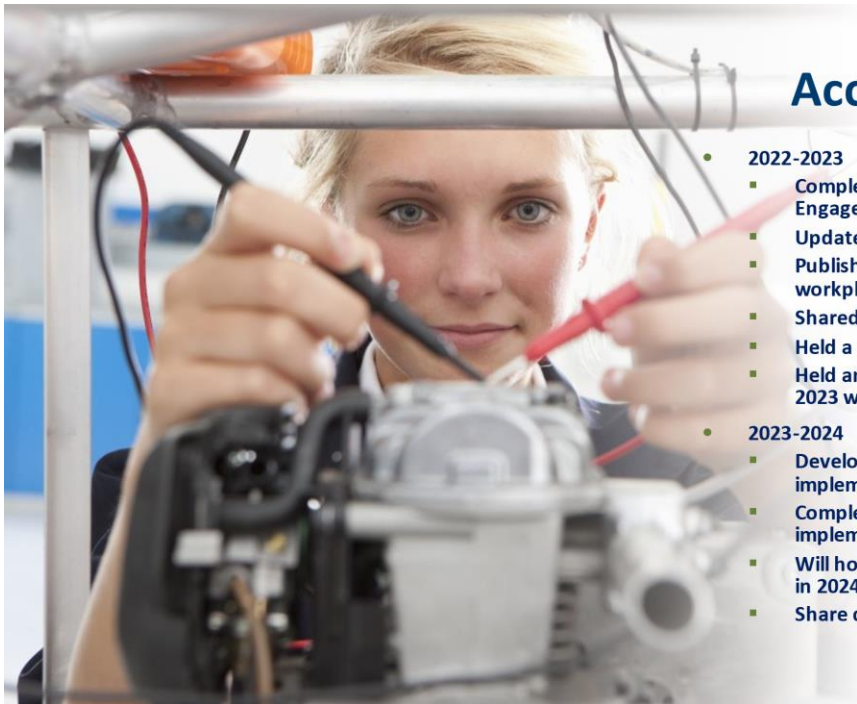
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Emerging areas

- **2022-2023**
 - Promote emerging areas to federal government
 - Published a new National Position Statement on Professional Practice in Biomedical Engineering
 - Published research paper on energy engineering
- **2023-2024**
 - Publish a new national position statement on Professional Practice in Energy Engineering
 - Publish new Research paper on topic chosen by Regulators

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Accelerate 30 by 30

- **2022-2023**
 - Completed Regulator-focused Employer Engagement Strategy
 - Updated Managing Transitions
 - Published New CEQB Public guideline on workplace equity for women
 - Shared data and information
 - Held a virtual, national conference in 2022
 - Held an in-person national conference in 2023 with virtual lead-up
- **2023-2024**
 - Develop employer partnerships and implement deliverables
 - Complete National research strategy and implement deliverables
 - Will hold an in-person national conference in 2024 with virtual lead-up
 - Share data and information

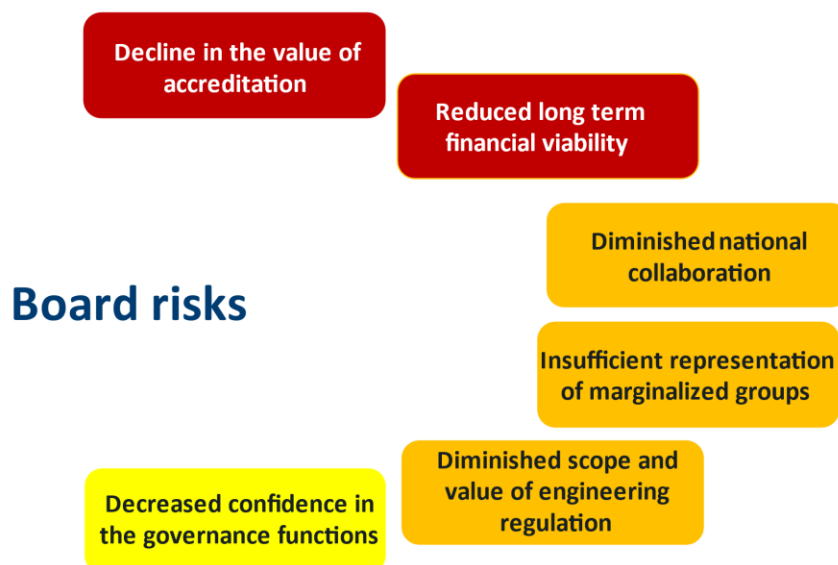
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Reinforce trust and value

- 2022-2023
 - Formed a Regulators' Advisory Group
 - Developed key messages
 - Defined campaign objectives, strategy, audience targeting, and media plan
 - Received recommendations for EIT/ engineering graduate outreach strategy
 - Finalized the creative concept and produced the TV commercial and other assets
 - Commenced year 1 of the two-year marketing campaign
- 2023-2024
 - Ongoing monitoring and evaluation of marketing campaign
 - Implement value of licensure messaging tools
 - Implement EIT/ engineering graduate outreach strategy
 - Will commence year 2 of the two-year marketing campaign

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February foresight workshop results

Female representation

Inclusivity, diversity, equity and
accessibility (IDEA)

EMERGING DISCIPLINES

Climate change

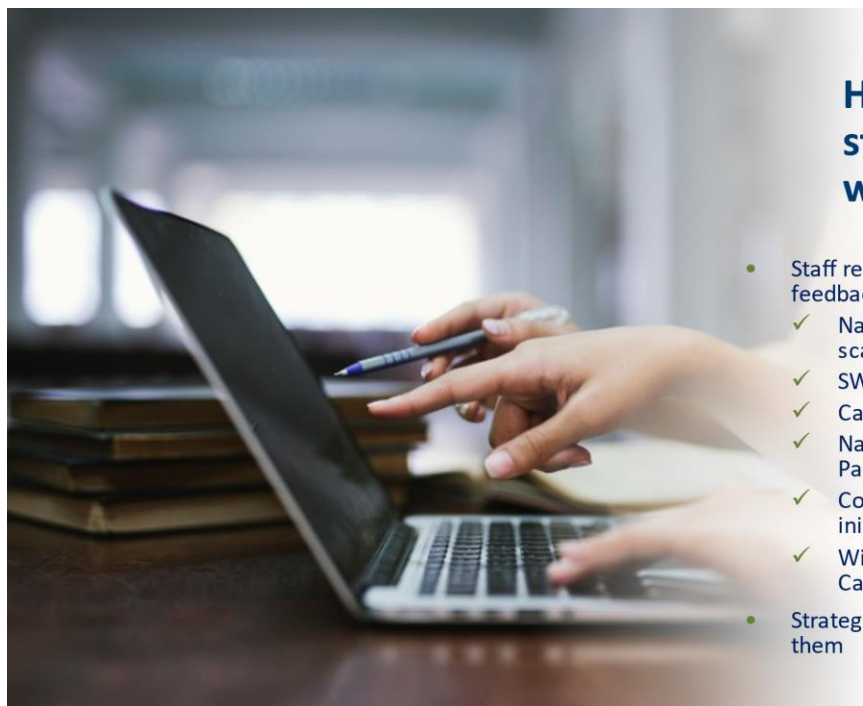
Accreditation

Governance

SUSTAINABILITY OF THE PROFESSION

Raise the profession's profile

Collaboration and harmonization



How proposed strategic directions were developed

- Staff reviewed Board workshop feedback, and considered:
 - ✓ National trends in environmental scan
 - ✓ SWOT analysis and Board risks
 - ✓ Can be accomplished in 5 years
 - ✓ National scope, likely to receive Pan-Canadian support
 - ✓ Complementary of regulators' initiatives
 - ✓ Within purposes of Engineers Canada
- Strategic Planning Task Force reviewed them



Realizing tomorrows

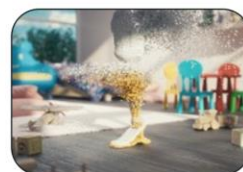
Realizing...



accreditation
and academic
assessments



an inclusive
profession



a fuller
awareness of
engineers



a stronger
federation



our role in
sustainability



Realizing accreditation and academic assessments

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

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

Accreditation

Implement *Future of Engineering Accreditation* recommendations:

- Build the improved accreditation system

Outcome: Accreditation is valued by regulators, educators, students and volunteers

Non-CEAB Applicants

Implement *Future of Engineering Accreditation* recommendations:

- Support regulators to implement the new national academic requirement for licensure
- Transition Engineers Canada systems as required

Study the business case for a national intake and academic assessment process for Internationally educated applicants

Outcome: Regulators have efficient, effective, consistent and fair processes for the academic assessment of non-CEAB applicants for licensure



Realizing an inclusive profession

Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation

Drive inclusiveness of women

- Develop and implement a National strategy for recruitment
- Develop and implement a National retention strategy
- Potential repositioning of 30 by 30

Embracing IDEA

- Invest in capacity-building efforts of key organizations
- Work with Regulators to advance accessibility and define Engineers Canada's role
- Become an IDEA employer of excellence

Fostering Truth & Reconciliation

- Implement the Indigenous Advisory Committee - led envisioning exercise



Realizing a fuller awareness of engineers

Outcome: The public has an increased awareness of engineers' contributions to society

- Review impact of the 2023 and 2024 campaigns (2025)
- Convene Board and regulators to determine whether a national marketing campaign should be pursued (2025)
- Determine long-term funding approach if a national marketing campaign is to continue (2025)
- Implement action plan (2026 and onward)
- Continue to support engineering graduates in becoming



Realizing a stronger federation

Outcome: Engineers Canada has a clear and agreed upon decision-making and funding process

Governance review

- Board composition and reporting relationships
- Competency Based Board
- Long term funding
- Voting procedures at Board and Meeting of Members

Outcome:

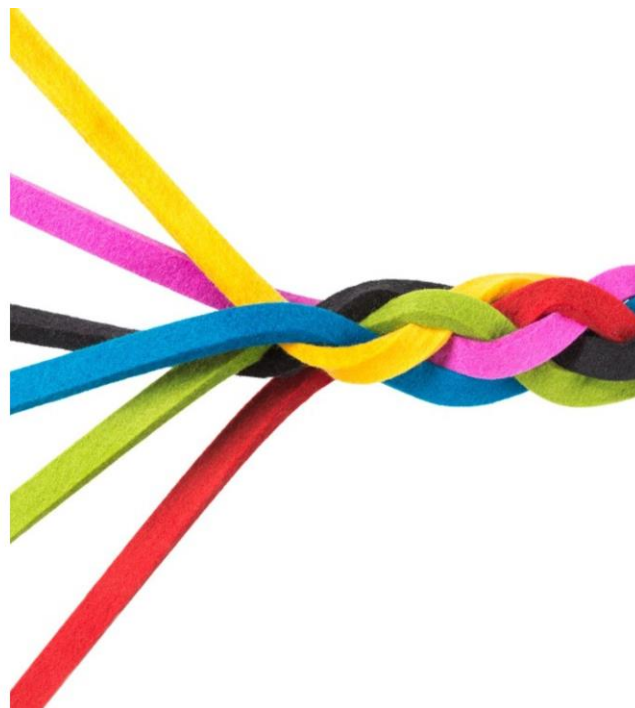
- Engineers Canada has efficient and trustworthy governance processes

Operationalize collaboration and harmonization

- Develop systems to identify, select and implement harmonization efforts
- Execute harmonization projects selected by regulators

Outcomes:

- Engineering regulators benefit from collaboration and harmonization
- Engineering regulations consistent, efficient and effective across Canada



Realizing our role in sustainability

Outcome: Engineers Canada has defined role in environmental stewardship that complements Regulators' efforts

Board-approved carbon neutrality

- Become a carbon neutral organization
- Adopt a new Board policy on ESG



Scope our national role

- Conduct national scoping exercise with Regulators to define our role (2025)
- Report back to Board on findings and implement next steps (2026 and onward)
- Determine how the engineering profession can contribute to UNSDGs



Questions?
Comments?



