

ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA
2024–2028 STRATEGIC PLAN

Approved: November 2023



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2024–2028 STRATEGIC PLAN OVERVIEW

The 2024–2028 Strategic Plan sets out the AIBC’s Mandate, Vision, Values, and three key goal areas for the next five years. For each goal, the desired outcomes over the five-year period have been outlined, along with strategies that will be used to advance towards those outcomes. Background information on the creation of the plan is [available](#).

MANDATE

In the interest of serving and protecting the public, the Architectural Institute of British Columbia regulates the profession of architecture through a responsive regulatory framework.

VISION

Public confidence in the profession of architecture through progressive regulation.

VALUES

- **Inclusive:** Providing equal opportunity and supportive of diversity
- **Proactive:** Providing collaborative and innovative leadership
- **Open:** Supporting responsibility, accountability, and transparency
- **Ethical:** Behaving with integrity and professionalism

GOALS

The following three key goals set the direction for the AIBC for the next five years.

1. Public Interest

Maintain alignment of the profession of architecture with the public interest through responsive regulation.

2. Registrant Proficiency

Enable and require registrant proficiency and professionalism.

3. Institutional Performance

Demonstrate resilient and responsive practices in governance and operations.

GOAL 1 | Public Interest

Maintain alignment of the profession of architecture with the public interest through responsive regulation.

5 YEAR OUTCOMES

- Disclosure of regulatory enforcement is transparent and educational to Registrants and the public.
- A framework has been developed and implemented for identifying and determining an appropriate response for evolving public interests.
- The expected outcomes of the Standards of Good Regulation are met, including an audit and practice review program.
- Credentialing requirements are current to support labour mobility.
- A strategy has been developed and implemented for appropriately engaging with advocacy bodies.

STRATEGIES

- 1.1 Proactively work with other regulators, agencies, ministries, and authorities with jurisdiction to address evolving regulation regulatory matters.
- 1.2 Review, maintain, produce, and communicate a suite of current and consistent regulatory standards and policy documents.
- 1.3 Develop and implement an audit program for Firm Registrants.
- 1.4 Evaluate and resolve any gaps in the Standards of Good Regulation identified in OSPG reviews/audits.
- 1.5 Work with ROAC and governments to continually review and align practices, where applicable, including revising credentialing requirements related to labour mobility.
- 1.6 Maintain an active awareness of the public's values and needs in relation to the built environment, and align regulatory practices as required and as appropriate.
- 1.7 Maintain productive and well-defined relationships with advocacy bodies at the provincial and national levels, within our regulatory mandate.
- 1.8 Continue application of a transparent, impartial, and proportionate enforcement process for Registrants to protect the public interest.
- 1.9 Continue to investigate and resolve unauthorized practices.

GOAL 2 | Registrant Proficiency

Enable and require Registrant proficiency and professionalism.

5 YEAR OUTCOMES

- Expected Registrant proficiencies are documented and communicated annually, including review of competencies for Architectural Technologists.
- Education and resource programs are in place to develop competency and address new needs/gaps.
- Practice standards are monitored, enforced, and updated as necessary.
- Programs reflect inclusive principles to support the growth and development of Registrants, within our regulatory mandate.
- Registration pathways are regularly reviewed to meet standards and to ensure there are no unnecessary barriers.
- Architectural Technologist competencies are reviewed and communicated to relevant post-secondary institutions.

STRATEGIES

- 2.1 Set clear expectations for Registrant qualifications, education, conduct and competency.
- 2.2 Provide relevant education and resources to achieve, develop and maintain Registrant competency, acumen, and professionalism.
- 2.3 Monitor and address competency gaps and conduct concerns with effective, proactive and responsive mechanisms.
- 2.4 Continue to improve registration pathways through fair, efficient, and consistent application of national competency standards and BC-specific requirements.
- 2.5 Continue to identify and reduce unnecessary barriers to entry into the profession.
- 2.6 Continue to integrate principles of respect and inclusion and investing in equity programs for Registrants, within our regulatory mandate.
- 2.7 Continue to work with post-secondary institutions to address local initiatives and jointly address national initiatives, where appropriate and possible.
- 2.8 Continue to support Registrants' adherence to the ethical principles described in the PGA and AIBC Bylaws, including protection of the environment, through practice advice and continuing education initiatives.

GOAL 3 | Institutional Performance

Demonstrate resilient and responsive practices in governance and operations.

5 YEAR OUTCOMES

- Governance structure has been reviewed and adapted as required, and Board and Committee members are competent.
- AIBC staff are competent, engaged and productive (low attrition, high engagement scores).
- Systems, tools, and processes are current, relevant, appropriate and effective.
- Budgets reflect optimal resource allocation and the organization meets its budget annually.
- The AIBC is active in local, provincial, and national initiatives.
- A volunteer resource strategy that meets the needs of the Institute has been implemented.
- AIBC online information is easily accessible, clear and current.
- The Organizational Performance Board Policies are consistently met.

STRATEGIES

- 3.1 Proactively achieve an adaptable governance structure that is responsive to change and ensures competency of Board and Committee members.
- 3.2 Hire, develop, engage and retain competent staff to meet the needs of the Institute.
- 3.3 Maintain a safe workplace, and a productive, and healthy organizational culture.
- 3.4 Monitor and adapt systems, tools, and processes to be current and effective.
- 3.5 Optimize resources necessary to achieve strategic plan goals.
- 3.6 Enable and encourage active AIBC involvement in local, provincial, and national initiatives, within our regulatory mandate, to include participating in national competency review and related items.
- 3.7 Develop a volunteer resource strategy that meets the needs of the Institute.

AIBC 2024–2028 STRATEGIC PLAN

GOAL 1 PUBLIC INTEREST

Maintain alignment of the profession of architecture with the public interest through responsive regulation.

GOAL 1 OUTCOMES

- Disclosure of regulatory enforcement is transparent and educational to Registrants and the public.
- A framework has been developed and implemented for identifying and determining an appropriate response for evolving public interests.
- The expected outcomes of the Standards of Good Regulation are met, including an audit and practice review program.
- Credentialing requirements are current to support labour mobility.
- A strategy has been developed and implemented for appropriately engaging with advocacy bodies.

GOAL 1 STRATEGIES

- 1.1 Proactively work with other BC regulators, agencies, ministries, and authorities having jurisdiction to address evolving regulatory matters.
- 1.2 Review, maintain, produce, and communicate a suite of current and consistent regulatory standards and policy documents.
- 1.3 Develop and implement an audit and practice review program for Firm Registrants.
- 1.4 Evaluate and resolve any gaps in the Standards of Good Regulation identified in OSPG reviews/audits.
- 1.5 Work with ROAC and governments to continually review and align practices, where applicable, including credentialing requirements related to labour mobility.
- 1.6 Maintain awareness of the public's values and needs in relation to the built environment, and align regulatory practices as required and as appropriate.
- 1.7 Maintain productive and well-defined relationships with advocacy bodies at the provincial and national levels, within our regulatory mandate.
- 1.8 Continue application of a transparent, impartial, and proportionate enforcement process for Registrants to protect the public interest.
- 1.9 Continue to investigate and resolve illegal practices.

GOAL 2 REGISTRANT PROFICIENCY

Promote and require registrant proficiency and professionalism.

GOAL 2 OUTCOMES

- Expected Registrant proficiencies are documented and communicated annually, including review of competencies for Architectural Technologists.
- Education and resource programs are in place to develop competency and address new needs/gaps.
- Practice standards are monitored, enforced, and updated as necessary.
- Programs reflect inclusive principles to support the growth and development of Registrants, within our regulatory mandate.
- Registration pathways are regularly reviewed to meet standards and to ensure there are no unnecessary barriers.
- Architectural Technologist competencies are reviewed and communicated to relevant post-secondary institutions.

GOAL 2 STRATEGIES

- 2.1 Set clear expectations for registrant qualifications, education, conduct and competency.
- 2.2 Provide relevant education and resources to achieve, develop and maintain Registrant competency, acumen, and professionalism.
- 2.3 Monitor and address competency gaps and conduct concerns with effective, proactive and responsive mechanisms.
- 2.4 Continue to improve registration pathways through fair, efficient, and consistent application of national competency standards and BC-specific requirements.
- 2.5 Continue to identify and reduce unnecessary barriers to entry into the profession.
- 2.6 Continue to integrate principles of respect and inclusion, and investing in equity programs for Registrants, within our regulatory mandate.
- 2.7 Continue to work with post-secondary institutions to address local initiatives and jointly address national initiatives, where appropriate and possible.
- 2.8 Continue to support Registrants' adherence to the ethical principles described in the PGA and AIBC Bylaws, including protection of the environment, through practice advice and continuing education initiatives.

GOAL 3 INSTITUTIONAL PERFORMANCE

Demonstrate resilient and responsive practices in governance and operations.

GOAL 3 OUTCOMES

- The governance structure has been reviewed and adapted as required, and Board and Committee members are competent.
- AIBC staff are competent, engaged and productive (low attrition, high engagement scores).
- Systems, tools, and processes are current, relevant, appropriate and effective.
- Budgets reflect optimal resource allocation, and the organization meets its budget annually.
- The AIBC is active in local, provincial, and national initiatives.
- A volunteer resource strategy that meets the needs of the Institute has been implemented.
- AIBC online information is easily accessible, clear and current.
- The Organizational Performance Board Policies are consistently met.

GOAL 3 STRATEGIES

- 3.1 Proactively achieve an adaptable governance structure that is responsive to change and ensures competency of Board and Committee members.
- 3.2 Hire, develop, engage and retain competent staff to meet the needs of the Institute.
- 3.3 Maintain a safe workplace, and a productive, and healthy organizational culture.
- 3.4 Monitor and adapt systems, tools, and processes to be current and effective.
- 3.5 Optimize financial resources necessary to achieve strategic plan goals.
- 3.6 Enable and encourage active AIBC involvement in local, provincial, and national initiatives, within our regulatory mandate, to include participating in national competency review and related items.
- 3.7 Develop a volunteer resource strategy that meets the needs of the Institute.