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ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA **2019–2023 STRATEGIC PLAN**

DRAFT | Approved September 11, 2018



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

INTRODUCTION

BACKGROUND

The AIBC Council initiated the development of the 2019–2023 Strategic Plan in the latter part of 2017, in advance of the final year of the current plan. An external consultant was identified through an RFP process to lead a planning process that ensured engagement with members and other AIBC registrants, staff and key stakeholders in developing a new five-year roadmap for the Institute.

The initial phase of the planning process focused on the development of a Situation Analysis to capture the current state, understand key trends in the external environment (opportunities and threats), and analyze competencies and gaps (strengths and weaknesses). Input was invited from members, other registrants and staff through an online survey resulting in more than 300 responses; and from external stakeholders through consultations with a total of 24 participants in academic, government, association, professional and regulatory settings. Participants in this process were also asked to comment on the Institute's progress on its previous five-year goals, and to provide their perspectives on the most important areas of focus for the AIBC in the next five-year period.

The data was summarized into key themes, along with a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats). A series of council and staff workshops were conducted to review the analysis, reconfirm the organization's Mandate, Vision and Values, and assess which strategic initiatives from the prior five-year plan were still in progress and may need to carry forward.

In June 2018, using the Situation Analysis as the foundation, council and senior staff attended a 1.5-day planning workshop to generate goals, outcomes and strategies for the next five years. The output of that session was consolidated into a draft plan which was reviewed and validated by council in September 2018.

The resulting Mandate, Vision, Values, Goals, Outcomes and Strategic Initiatives are presented in this document. The AIBC Council is confident that this plan will provide a clear roadmap to direct and monitor AIBC's progress over the next five years as a leader among Canadian professional regulators.

IMPORTANT FINDINGS FROM ENGAGEMENT PROCESS

Member and Other Registrants' Feedback

- **Mandate:** The vast majority of members and other registrants who responded to the survey have a clear understanding of the AIBC mandate as the regulator of the architectural profession in BC. One of the key objectives in the prior five-year plan was to articulate the AIBC's regulatory role; it was reassuring to see an increase in understanding. Building on this position of strength, the mandate was further refined to emphasize the regulatory role.
- **Vision:** 70 per cent of members and other registrants felt that the current Vision statement for the Institute was still appropriate to set a course for the coming years. Council and staff took this as an indicator to work on refining the Vision statement based on member suggestions. The revised Vision statement, shown on the following page, will inspire the Institute to protect the interests of the public across the built environment through continued leadership, professionalism and education.

- **Values:** 85 per cent of members and other registrants felt the current Values were still appropriate for the Institute, and they remain unchanged.
- **More Emphasis On Public Outreach And Member Engagement:** In determining priorities for the future, the majority of survey respondents wanted to see additional emphasis on two themes: public interest outreach to build the profile of the profession as stewards of the built environment; and on membership development and diversity including attracting younger members, improving members' ability to adapt to changes in the marketplace (resilience), and overall engagement of the membership.
- **Advocacy:** An underlying theme from members and other registrants was the desire for more advocacy on their behalf. This need is outside of the scope of the AIBC as the regulator. However, the Institute does recognize it has a role to play in ensuring such support is available and has identified strategies to address this request.

Stakeholder Themes

- **Leadership:** External stakeholders strongly encourage the AIBC to take more of a leadership stance and interdisciplinary voice in the built environment. “If not architects, then who?”. Architects have a key role to play as stewards and educators in the interest of protecting the public.
- **Partnerships:** External stakeholders, including potential partners welcome more collaboration across disciplines and professions to pursue common goals. Architects are seen as integrators and coordinators across the building sector.
- **Public Education:** External stakeholders feel that the AIBC should be doing more to educate the public on the role of the architectural profession and its value to society, as protectors of the public interest and stewards of the built environment.

Regulatory Themes

- **Architects Act:** The AIBC continues to prioritize working with government to update and refine the *Architects Act* so that the AIBC may more effectively regulate in the public interest.
- **Professional Reliance Review:** As the planning team was putting pen to paper on the draft plan, an independent report on the Professional Reliance Review in the Natural Resource Sector was released. While the report applies directly to engineers and geoscientists, forest professionals, agrologists, biologists and technicians, and does not directly include architects and other AIBC registrants, its recommendations clearly emphasize that all professional regulator duties and objects are to be “focused on regulation of the profession and the public interest, and do not include advocacy or representation of member interests”. This is in keeping with the AIBC’s focus over the past five years, when the Institute further fortified its governance and advanced its identity as a regulatory entity. This new five-year plan continues to build on that momentum. The AIBC Council revalidated that the AIBC’s future strategic initiatives align with the emphasis of the review, so that the Institute is ready in the event that similar recommendations are adopted for other professional entities during the coming five-year period.

These external factors and themes helped to set the tone for the strategic plan that follows.

GOALS | OUTCOMES AND STRATEGIES

The 2019-2023 Strategic Plan identified four key areas, with one acting as an anchor. For each goal, the desired outcomes over the five-year period have been articulated, along with strategies that will be employed to advance towards those outcomes. These terms are defined below:

Outcomes: each outcome defines the strategic direction or change the AIBC would like to achieve over the five-year period, under each goal, as a measurable destination or “end state”. Progress towards each outcome will be measured through annual key progress indicators.

Strategies: strategies define the focused actions that will be undertaken to move towards the desired outcomes under each goal. Strategies clarify the areas of priority against which AIBC will align effort and resources through annual operating plans and budgets; and staff, council and committee work plans.

STEWARDING THE PLAN

The AIBC Council and staff are committed to aligning resources and work plans to the priorities identified in this plan. The plan will heavily influence the development of the five-year budget, annual operating plans and work plans for council and committees. In addition, we are committed to measuring progress and reporting back to members and other AIBC registrants, and the public on material developments during the course of the next five years.

We also recognize that the world around us continues to evolve at an ever-accelerating pace; and a five-year plan, while it sets a clear vision and roadmap, must allow for course adjustments to continue to align with the changing needs of society, our members and the public interest. We are committed to researching, anticipating and monitoring external changes affecting the profession in technology, climate change, government policy and other influences to help our members adapt and maintain the resiliency of our profession.

MANDATE

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

VISION

Inspiring architectural leadership and excellence 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
- **Service-Oriented:** Providing responsive, resourceful, and effective service

GOALS

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

1. Regulatory Framework Alignment

Align and improve the regulatory framework to better protect the public.

2. Membership Competency and Professionalism

Foster a competent, professional, diverse, and engaged membership that continues to adapt to meet the evolving needs of the public and public policy.

3. Public Confidence and Education

Take a leadership role in advancing public confidence in and understanding of the architectural profession as stewards of the built environment, and AIBC's regulatory role.

4. Institutional Excellence

Demonstrate a sustainable commitment to leadership and excellence in our governance and operations.

GOAL 1 | Regulatory Framework Alignment

Align and improve the regulatory framework to better protect the public.

5 YEAR OUTCOMES

- Progress on regulatory changes needed to protect the public is articulated and demonstrated.
- The AIBC's regulatory standards and policies are up to date and consistent with public, judicial, and government expectations for professional regulation.
- The Code of Ethics and Professional Conduct is updated.
- The AIBC is able to reasonably anticipate and respond to the changes to the regulatory framework in an agile fashion.

STRATEGIES

1. Continue regular dialogue with government to make essential changes to the *Architects Act*.
2. Identify regulatory misalignment and proactively work with other regulators, agencies, and ministries to address.
3. Review, produce, and maintain a suite of current and consistent regulatory standards and policy documents.
4. Develop a contingency plan for alternate solutions for public protection if changes to the *Act* do not occur.

GOAL 2 | Membership Competency and Professionalism

Foster a competent, professional, diverse, and engaged membership that continues to adapt to meet the evolving needs of the public and public policy.

5 YEAR OUTCOMES

- Standards and processes for professional continuing education, professional standards, and practice advice are improved.
- Members' competency, acumen, and resilience have increased.
- The diversity of the AIBC membership is defined and measured and has increased.
- Unnecessary barriers to registration are removed and average time to register is reduced.
- Members are adapting to the evolving needs of government and society in the built environment that are driven by external influences (e.g. technology, climate change, social and demographic shifts).
- Membership is more engaged with the Institute.

STRATEGIES

1. Ensure the scope of our professional development offerings increases the competency, acumen, and resiliency of our members.
2. Lead and partner with other stakeholders to undertake a systemic review and overhaul of registration pathways to increase registration rates of diverse entrants.
3. Implement incentives for intern architects not actively pursuing registration.
4. Support members and firms to adapt to changes in the needs of society, driven by external changes in technology, climate change, government, and public policy and other influences.
5. Develop member volunteer opportunities to increase their involvement with AIBC, particularly in core professional practice, registration, and professional conduct.
6. Develop and implement an appropriate response to the Calls to Action from the Report on the Truth and Reconciliation Commission.

GOAL 3 | Public Confidence and Education

Take a leadership role in advancing public confidence in and understanding of the architectural profession as stewards of the built environment, and AIBC's regulatory role.

5 YEAR OUTCOMES

- Public confidence in the profession is increased.
- Public awareness of the role of the architectural profession and of the AIBC as a regulator is increased.
- The AIBC is an active voice in anticipating, influencing, and promoting awareness of changes affecting the built environment.
- Allies in the community champion the value of the architectural profession including protecting the public interest.
- There is enhanced transparency of core regulatory functions, including registration and licensing, compliance and enforcement, and professional practice.

STRATEGIES

1. Partner with, support, and educate stakeholders, including the public, to promote architecture's role in creating safe and sustainable communities.
2. Identify and collaborate with an external organization to be the primary advocacy vehicle for the AIBC membership.
3. Encourage and contribute to architectural outreach and education programming hosted by others.
4. Provide national leadership and proactive application of CALA's Future of the Profession initiative insofar as it connects with public interest in professional regulation.
5. Use the occasion of our centenary to advance public understanding of the role of the Institute and of the architectural profession.

GOAL 4 | Institutional Excellence

Demonstrate a sustainable commitment to leadership and excellence in our governance and operations.

5 YEAR OUTCOMES

- The AIBC demonstrates a fiscally responsible and accountable approach to governing the Institute in the public interest.
- The AIBC operates a sustainable, high performing organization committed to effective operational performance and service delivery.
- The AIBC is recognized as a leader in self-regulation in Canada by identifying, adopting, and monitoring best practices in governance and regulation in the public interest.

STRATEGIES

1. Maintain an effective council governance structure, process, and materials that enable the AIBC to fulfill our regulatory mandate.
2. Ensure our organization, systems, and processes continue to be highly effective, streamlined, and focused on delivering our Mandate, Vision, and Goals.
3. Manage our budgets in a transparent and fiscally responsible way.
4. Enable and encourage staff and council to continue to be proactive in regional and national initiatives.

2019–2023 STRATEGIC PLAN

GOAL 1 REGULATORY FRAMEWORK ALIGNMENT	GOAL 2 MEMBERSHIP COMPETENCY AND PROFESSIONALISM	GOAL 3 PUBLIC CONFIDENCE AND EDUCATION
5 YEAR OUTCOMES	5 YEAR OUTCOMES	5 YEAR OUTCOMES
STRATEGIES	STRATEGIES	STRATEGIES
<p>Align and improve the regulatory framework to better protect the public.</p>		
<ul style="list-style-type: none"> Progress on regulatory changes needed to protect the public is articulated and demonstrated. The AIBC's regulatory standards and policies are up to date and consistent with public, judicial, and government expectations for professional regulation. The Code of Ethics and Professional Conduct is updated. The AIBC is able to reasonably anticipate and respond to the changes to the regulatory framework in an agile fashion. 		<ul style="list-style-type: none"> Standards and processes for professional continuing education, professional standards, and practice advice are improved. Members' competency, acumen, and resilience have increased. The diversity of the AIBC membership is defined and measured and has increased. Unnecessary barriers to registration are removed and average time to register is reduced. Members are adapting to the evolving needs of government and society in the built environment that are driven by external influences (e.g. technology, climate change, social and demographic shifts). Membership is more engaged with the Institute.
<ul style="list-style-type: none"> Continue regular dialogue with government to make essential changes to the <i>Architects Act</i>. Identify regulatory misalignment and proactively work with other regulators, agencies, and ministries to address. Review, produce, and maintain a suite of current and consistent regulatory standards and policy documents. Develop a contingency plan for alternate solutions for public protection if changes to the <i>Act</i> do not occur. 		<ul style="list-style-type: none"> Ensure the scope of our professional development offerings increases the competency, acumen, and resiliency of our members. Lead and partner with other stakeholders to undertake a systemic review and overhaul of registration pathways to increase registration rates of diverse entrants. Implement incentives for intern architects not actively pursuing registration. Support members and firms to adapt to changes in the needs of society, driven by external changes in technology, climate change, government, and public policy and other influences. Develop member volunteer opportunities to increase their involvement with AIBC, particularly in core professional practice, registration, and professional conduct. Develop and implement an appropriate response to the Calls to Action from the Report on the Truth and Reconciliation Commission.
<p>GOAL 4 INSTITUTIONAL EXCELLENCE: Demonstrate a sustainable commitment to leadership and excellence in our governance and operations.</p>		
5 YEAR OUTCOMES	STRATEGIES	
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