



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2024–2028 STRATEGIC PLAN | BACKGROUND

The AIBC Board initiated the development of the 2024–2028 Strategic Plan in the latter part of 2022, in advance of the final year of the prior five-year plan. An external consultant facilitated the planning process.

On February 10, 2023, the AIBC transitioned to operate under the *Professional Governance Act* (PGA), and the *Architects Act* was repealed. This regulatory transition, while anticipated, required significant alignment of AIBC policy and governance documents, work which is still underway. The 2024–2028 Strategic Plan reflects this transition, laying out AIBC goals and priorities that are fully aligned with the new legislation.

The planning process commenced with 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 Registrants, Board, and staff through an online survey, resulting in 231 responses. Feedback was also gathered from external stakeholders through consultations, with a total of 19 community members participating from academic, government, professional, and regulatory settings. All participants were also asked to provide feedback on proposed changes to the AIBC's Mandate, Vision, and Values, and to offer their perspectives on the most important areas of focus for the AIBC over the next five-year period.

The data was summarized into key themes, a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats), and suggested priorities for the coming years. In June 2023, using this Situation Analysis as the foundation, the Board 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 by Registrants in September 2023 and adopted by the Board in November 2023.

The resulting Mandate, Vision, Values, Goals, Outcomes, and Strategies are available on the [AIBC website](#). The AIBC Board is confident that this plan will serve to direct and monitor the AIBC's progress over the next five years and to continue its leadership role as the regulatory body for the profession of architecture in B.C.

IMPORTANT FINDINGS FROM ENGAGEMENT PROCESS

Based on participant feedback and further consideration of how best to align the AIBC's direction with the clarified regulatory mandate under the PGA, the Mandate and Vision statements and the Values have been modified to provide clear guidance for the coming years.

The engagement process also yielded rich feedback to guide the preparation of a Situation Analysis summarizing external factors (opportunities and threats) and internal factors (strengths and areas for development) for the AIBC to consider in developing the plan. The following paragraphs summarize the important themes that emerged and were used to frame the development of the goals, outcomes and strategies for the next five years.

External Factors

Impact of move to *Professional Governance Act* – the PGA clarifies the regulator’s role under broad and general legislation; modernizes professional regulation and helps government with consistency among the various regulators. Over the next five years, significant work will continue to take place to align policy, programming, and processes with the new Bylaws and PGA, including communication to Registrants on updates and developments under the new legislation, and to the public on the AIBC’s role and value under the PGA.

Sectoral Changes Affecting Regulator – there are many changes in the industry that are impacting the profession: the building sector is moving from siloes towards collaboration and inter-accountability, leading to architects needing to be more reliant on skills outside their areas of expertise; a shift in practitioner demographics with more aging practitioners; increased registration of professionals trained or with experience outside of Canada; the rise of AI and technology; and more. Need to focus more on career-long competency and continuous learning, beyond entry-level standards; mobility across country, global standards.

Public Interest and Social Responsibility - Several stakeholders raised the question of whether the AIBC and regulators in general have a role to play with respect to environmental and social issues that are important to the general public and on government’s agenda; for example: climate crisis (energy use, sustainability); homelessness and affordable housing; healthy communities; Diversity, Equity and Inclusion; Truth and Reconciliation. The AIBC as a professional regulator will continue to offer responsive programming to support registrants in maintaining proficiency and professionalism, while adapting to these and other emerging factors.

Internal Factors

Strengths

- Model regulator – very clear on its role; good focus on enforcement and discipline
- Highly professional, engaged, well prepared and organized staff; good communications to Registrants; transparent and inclusive
- Strong, competent organizational leadership; well managed
- Transition to PGA continues to be handled very well; good use of resources to implement change
- Collaborator with regulators and the Office of the Superintendent of Professional Governance (OSPG); respected by government
- Governance – quality of Board, clarity on role, policy focus, processes and governance education; exceptional governance structure
- Motivated volunteer base (though small)
- AIBC is one of the leaders as a regulator on a Canadian level; national voice; many other Regulatory Organizations of Architecture in Canada (ROAC) members look to AIBC for guidance and templates

Operational areas for development

- Transition to PGA is labour-intensive, stretches resources, and creates need to continue educating Registrants on the relationship between government and the regulator
- Ensure reasonable path to licensure by Intern Architects who are competent to practice (remove barriers not related to competency); clarify ongoing AIBC role post registration
- Continue to inform Registrants that the advocacy and “sense of community” work for the profession has moved to the Architecture Foundation of BC (AFBC) and the Royal Architectural Institute of Canada (RAIC)
- Expand continuing education on social topics (social equity, healthy cities, etc.)
- Provide timely practice advice on the changing landscape; guidelines and potential collaborative communication with other regulators (e.g. Engineers and Geoscientists BC)
- Could there be more enforcement done beyond the Architect and more towards local governments?
- Find ways to engage more volunteers (from the survey 81% of respondents currently do not volunteer with the AIBC)

Governance considerations

- Take the time to transition and evaluate what has been accomplished before determining what to do next strategically
- Support and develop Board and Committee Member skills, diversity, and contributions with appropriate recognition. Consider remuneration on a par with other regulatory bodies
- Collaboration with other industry regulators to realize synergies and collective learning

STEWARDED THE PLAN

The AIBC Board and staff are committed to aligning resources and work plans to the priorities identified in the plan. The plan will heavily influence the development of the five-year budget, annual operating plans, and work plans for the Board and Advisory Groups. In addition, we are committed to measuring and monitoring achievement of the Goals, and regularly reporting on our progress and material developments.

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, Registrants, and the public interest. We are committed to researching, anticipating and monitoring external changes affecting the profession in environmental and social factors, including technology, climate change, government policy and other influences to help our registrants adapt and maintain the resiliency of our profession.

The full AIBC 2024–2028 Strategic Plan can be found on the [AIBC website](#).