



# COLLEGE OF **APPLIED BIOLOGISTS**

## ***2023 Business Plan***



210-852 Fort Street  
Victoria, BC V8W 1H8

p. 250-383-3306  
[www.cab-bc.org](http://www.cab-bc.org)

# Table of Contents

I.	<b>Executive Summary</b> .....	2
	Vision	
	Mission	
	Values	
II.	<b>Highlights</b> .....	3
	2022 – The year that was	
	2023 – The year ahead	
III.	<b>Governance and Operations</b> .....	5
	College Council/Board	
	Oversight Boards	
	Statutory Committees	
	Working Groups and Assessors	
	Task Forces	
	Cross Regulatory Collaboration	
	Ongoing Priorities	
	Special Projects	
	Management and Staff	
IV.	<b>Budget and Priorities</b> .....	11
	Budget	
	Categorized Budget	
	Priorities	

## Executive Summary

---

The College of Applied Biologists is the regulatory body for the practice of professional applied biology working in and with the natural resource sector in British Columbia.

The College's mandate of protecting the public interest includes:

- setting standards for registration in the profession,
- providing practice guidance for registrants, and
- holding registrants accountable for their ethical and professional conduct and practice.

With reserved practice (practice rights) now in effect the College's mandate has the expanded responsibility of ensuring that practitioners of applied biology - as defined in the Applied Biologists Regulation - are registered with the College and are accountable as professionals.

### Vision

Responsible resource management supported by accountable and trusted professionals

### Mission

To serve the public by regulating applied biology professionals

### Values

- ♦ **Collaborative:** We build relationships with others to protect the public interest.
- ♦ **Accountable:** We are responsive and open in our relationships with the public, employers and College registrants.
- ♦ **Respectful:** We value Indigenous Knowledge in the management and protection of natural resources.
- ♦ **Ethical:** We follow the principles of administrative justice and take a fair, transparent and judicious approach to the application of College processes.

## Highlights

---

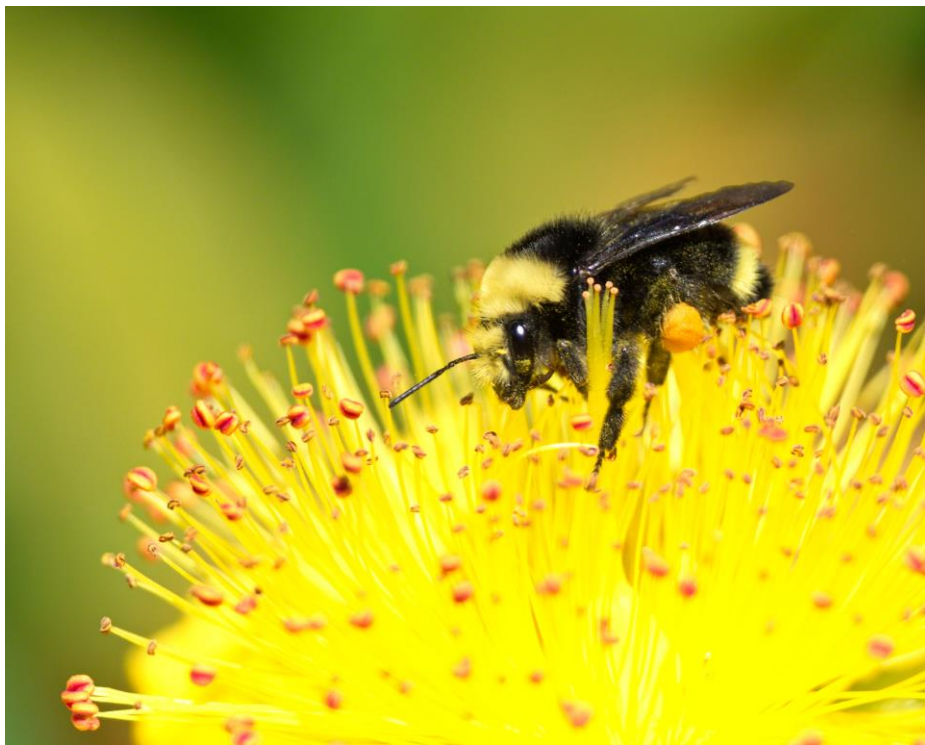
### 2022 – The year that was

- Reserved Practice for applied biology professionals came into effect
- Developed and published reserved practice definition guidance document(s)
- Developed and initiated implementation of Compliance Plan to enforce reserved title and reserved practice rights
- Development of a legal definition and framework for a new registrant category of Limited Licensee for applied biology practitioners
- Developed and implemented registration pathway for prospective Limited Licensees
- Finalized and approved bylaw amendments on scope of practice for the Registered Biology Technologist (RBTech) and Applied Biology Technician (ABT) registrant categories
- Developed cross regulatory practice guidance on Erosion & Sediment Control
- Finalized a collaboration agreement with Engineers and Geoscientists BC
- Established Environmental Practice Panel with the Association of BC Forest Professionals
- Fully implemented the mandatory Indigenous Awareness training course
- Conducted information sessions for employers, ENGOs, associations, governments, academic and training institutions, and registrants on regulated and reserved practice
- Continued database enhancements
- Successfully recruited for vacant positions – volunteers and staff
- Continued implementation of the *Professional Governance Act*
- Presented training for volunteers and registrants on key components of new mandate under the *Professional Governance Act*
- Phase II of the mandatory Legal Requirements course completed
- Implementation of the Practice Review Program
- Implemented Identity Verification for registrants
- Implemented mandatory Continuing Professional Development (CPD) record submission
- Held a hybrid in-person/virtual Annual General Meeting and Conference

### 2023 – The year ahead

- Fully implement Compliance Plan to enforce reserved title and reserved practice rights
- Develop risk analysis to determine priority practice guidance and initiate development
- Finalize and approve Erosion and Sediment Control Practice Guidance
- Operationalize the Environmental Practice Panel (EPP)
- Review Continuing Professional Development (CPD) requirements as they pertain to continuing Indigenous Awareness objectives as set out in *Declaration of the Rights of Indigenous Peoples Act*
- Initiate discussions with the Alberta Society of Professional Biologists (ASPB) on possible harmonization of credentials requirements

- Continue policy development and implementation to come into compliance with the Office of the Superintendent of Professional Governance’s (OSPG) Standards of Good Regulation (SGR) prioritizing:
  - Diversity, Equity and Inclusion Policy
  - College Standards Review Policy
  - Complaints & Discipline Risk Assessment Policy
- Credentials Review on the Record Policy
- Maintain outreach activities for employers, ENGOs, associations, governments, academic and training institutions, and registrants on regulated and reserved practice
- Streamlining the Areas of Practice
- Overhaul website
- Identify new office space to meet current and future requirements
- Continue merit-based recruitment for staff and volunteers
- Finalize and implement legal requirements mandatory training for new registrants
- Strengthen cross regulatory body collaboration(s) as per agreement
- Celebrate 20 years of professional regulation for applied biology professionals
- Undergo the OSPG’s 2023 performance review for foreign credentials, standards for competence, ethical and professional conduct and practice guidelines



# Governance and Operations

## College Council/Board

<b>Council (Board)</b>	<p>The Council (Board) (to be renamed “Board” to come into compliance with the <i>Professional Governance Amendment Act</i>) is the governing body of the College, responsible for sound financial management, strategic planning and implementation, and ensuring that the College meets its legal requirement to protect the public interest. To successfully deliver on its mandate, Council (Board) has delegated specific responsibilities to volunteer-led Boards, Statutory Committees, Working Groups and Task Forces to evaluate and assess College approved and resourced initiatives and make recommendations to Council (Board) for decision.</p>
------------------------	---

## Governance Committees

<b>Governance Committees</b>	<p>Executive</p> <ul style="list-style-type: none"> <li>• President, Past President, Vice President, Finance Chair and Chief Executive Officer (CEO)</li> </ul>	<ul style="list-style-type: none"> <li>• Provides strategic leadership to the College</li> </ul>
	<p>Finance</p> <ul style="list-style-type: none"> <li>• Finance Chair, minimum three (3) elected Council (Board) members, lay Council (Board) member</li> </ul>	<ul style="list-style-type: none"> <li>• Provides oversight of budget development, monitoring and financial audit</li> </ul>

## Statutory Committees

<b>Statutorily Mandated Committees</b>	<p>Credentials</p> <ul style="list-style-type: none"> <li>• Up to eight (8) committee members including:             <ul style="list-style-type: none"> <li>◦ committee Chair, and</li> <li>◦ a minimum of one (1) public representative</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate current standards and processes and make recommendations to Council (Board) for changes</li> <li>• Oversee credentialing process</li> <li>• Work with credentialing assessors to improve processes</li> </ul>
<p><b>Note:</b></p> <p>The PGA prohibits Council (Board) members from serving on these committees</p>	<p>Audit &amp; Practice Review</p> <ul style="list-style-type: none"> <li>• Up to eight (8) committee members including:             <ul style="list-style-type: none"> <li>◦ committee Chair, and</li> <li>◦ a minimum of one (1) public representative</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate current standards and processes and make recommendations to Council (Board) for changes</li> <li>• Oversee audit and practice review processes</li> <li>• Work with assessors to improve processes</li> </ul>

	<p>Investigations</p> <ul style="list-style-type: none"> <li>• Committee Chair, (up to) six (6) registrants, (up to) three (3) public representatives</li> </ul>	<ul style="list-style-type: none"> <li>• Oversee in collaboration with the Registrar/Deputy Registrar the Complaints and Investigations process</li> <li>• Take extraordinary actions to protect the public as needed</li> <li>• Review investigations and make a determination on investigation files(s);</li> <li>• Appoint inspectors</li> </ul>
	<p>Discipline (minimum)</p> <ul style="list-style-type: none"> <li>• Two (2) registrants</li> <li>• One (1) public representative</li> </ul>	<ul style="list-style-type: none"> <li>• Will only be activated should a citation be issued by the Investigations Committee</li> <li>• Determines appropriate remedies including, but not limited to, appointing a discipline panel to oversee a hearing</li> </ul>
	<p>Nominations</p> <ul style="list-style-type: none"> <li>• Committee Chair</li> <li>• One (1) public representative</li> <li>• Four (4) registrants</li> </ul>	<ul style="list-style-type: none"> <li>• Administer the nomination process</li> <li>• Solicit, evaluate and qualify candidates for the positions of Vice President (Vice Chair), President (Chair) (if necessary) and Council member (Board Member)</li> </ul>

### Working Groups and Assessors

<b>Working Groups</b>	<p>Editorial Board</p> <ul style="list-style-type: none"> <li>• Chair and a Vice Chair (optional)</li> <li>• Up to five (5) members</li> </ul>	<ul style="list-style-type: none"> <li>• High quality content for <i>College Matters</i> newsletters and timely publication</li> <li>• Providing reports and recommendations to Council (Board) and other committees, as required</li> </ul>
	<p>Conference Planning</p> <ul style="list-style-type: none"> <li>• Chair (Board member)</li> <li>• Up to five (5) members</li> </ul>	<ul style="list-style-type: none"> <li>• Provide direction and assistance with the planning and organizing of the annual conference</li> <li>• Solicit potential panelists/speakers for the event</li> <li>• Assist with execution of the event</li> </ul>
<b>Assessors</b>	<p>Credentials Assessors/Examiners</p>	<ul style="list-style-type: none"> <li>• Evaluate and recommend applications for registration in the College</li> <li>• Recommend changes to process and procedures as necessary</li> </ul>

	Audit Assessors	<ul style="list-style-type: none"> <li>• Conduct annual practice audits and practice reviews as required</li> <li>• Recommend changes to process and procedures as necessary</li> </ul>
--	-----------------	---

### Task Forces

<b>Mandatory Training TF</b>	<ul style="list-style-type: none"> <li>• Finalize and implement Legal Requirements course</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations on revised course material, new course material &amp; recommendations for additional mandatory training</li> </ul>	Final year of its three-year mandate
<b>Areas of Practice TF</b>	<ul style="list-style-type: none"> <li>• Streamline Areas of Practice for applied biology professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations on rationalized practice areas for the regulated practice of applied biology</li> </ul>	One year
<b>Continuing Professional Development Review TF</b>	<ul style="list-style-type: none"> <li>• Review of CPD requirements as they relate to meeting objectives set out in the <i>Declaration of the Rights of Indigenous Peoples Act</i></li> </ul>	<ul style="list-style-type: none"> <li>• Recommend revisions on CPD requirements to Council (Board)</li> </ul>	One year
<b>Credentials Harmonization TF</b>	<ul style="list-style-type: none"> <li>• Initiate discussions with Alberta Society of Professional Biologists (ASPB) to harmonize credentialing standards (led by the Credentials Committee)</li> </ul>	<ul style="list-style-type: none"> <li>• Recommendations on credentialing standards and possible pathways to national standards</li> </ul>	Two years

### Cross Regulatory Collaboration

<b>Environmental Practice Panel (EPP)</b>	<ul style="list-style-type: none"> <li>• Operationalize the EPP</li> </ul>	<ul style="list-style-type: none"> <li>• Identify areas of alignment, intersection and possible overlap between the practice of applied biology and forestry, and recommend areas of joint guidance, continuing education and professional development, and prioritization of joint</li> </ul>	Ongoing
---	--	--	---------



		collaborative communications	
--	--	---------------------------------	--

**Ongoing Priorities**

**Professional Governance Act/ Office of the Superintendent of Professional Governance Compliance** – Work with government and partners to maintain compliance with the *Professional Governance Act*, regulations and the Standards of Good Regulation.

**Practice Guidance for registrants** – Working with partners to develop practice guidance.

**Policy Development and Review** – Develop and publish policies to support the College’s statutory mandate and requirements of the Standards of Good Regulation and review existing policies to assess continued relevancy and revise as necessary.

**Reserved Title and Reserved Practice Compliance** – Implementation of Compliance Plan.

**IT Improvement** – Continuous improvement to ensure compliance with the *Professional Governance Act* and increase usability for registrants.

**Special Projects**

**Website Overhaul** – Modernize website to provide for easier navigability for registrants and the public.

**Management and Staff**

**Chief Executive Officer (Deputy Registrar):**

- Provides strategic leadership to staff and committees, task forces and working groups to meet the College’s statutory requirements, to provide sound financial management, and to deliver on the strategic priorities and objectives set by the Executive Board and Council (Board).

**Registrar & Director of Compliance:**

- Provides leadership for the effective and efficient management of applications registration, accreditation activities, and complaint investigations. Part of the senior management team responsible for providing leadership in accordance with the College’s strategic direction.

#### **Director of Practice (Deputy Registrar):**

- Provides leadership for the effective and efficient management of the audit and practice review processes, and the development and implementation of practice standards and guidelines. Part of the senior management team responsible for providing leadership in accordance with the College's strategic direction.

#### **Manager of Registrations & Compliance (Deputy Registrar limited authorities)**

- Working with the Registrar, supports the Credentials, Investigations and Discipline Committees including the administration of applications and credentials, complaints and discipline processes, and compliance functions for title and practice infringement. Works with applicable Task Forces on strategic initiatives.

#### **Manager of Practice (Deputy Registrar limited authorities)**

- Working with the Director of Practice, supports the Audit & Practice Review Committee and the Environmental Practice Panel including conducting audits and practices reviews, providing advice for Continuing Professional Development programs and supporting professional practice programs. Works with applicable Task Forces on strategic initiatives.

#### **Finance Manager:**

- Responsible for performing efficient administrative, financial management and budget development functions of the College. Develops and implements financial policies and procedures. Establishes performance standards and prepares financial reports for the CEO and Council (Board).

#### **Executive Operations-Communications Officer:**

- Coordinates the communications and engagement activities for College registrants, partners and the general public. Supports and participates with senior management and committees on strategic projects. Responsible for management of College communications, policies and governance documents. The key point of contact with the Office of the Superintendent of Professional Governance.

#### **Regulatory Officer:**

- Supports the work of the senior management team and statutory committees of the College by managing information, processes and documentation. The key point of

contact for application and applicant inquiries. Contributes to policy development and implementation to fulfill the College's regulatory mandate.

#### **Information Officer**

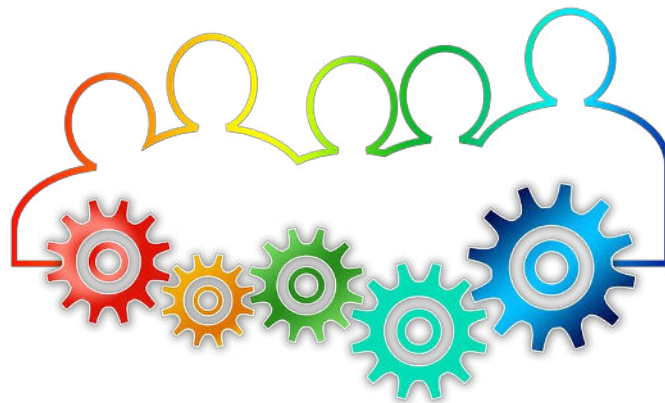
- Primary contact between the College of Applied Biologists and technology providers (database, office and remote IT systems). Manages in-house files and records to support the efficient delivery of the regulatory mandate. Assists with internal and external communications.

#### **Administrative Officer:**

- The first point of contact with registrants and the public. Directs inquiries to staff members as required. Assists with various communications projects, provides support for projects, initiatives and programs as required, and maintains the efficient functioning of the office.

#### **Bookkeeper**

- Responsible for accounting data entry and maintaining of accounting records, backing up the financial functions of the College.



## Budget and Priorities

---

### Budget

<b>REGISTRANTS DUES REVENUE</b>	
RPBio Annual Dues (Active)	1,184,000
RPBio Annual Dues (Retired)	5,500
RPBio Annual Dues (Temp Withdrawal)	8,000
RBTech Annual Dues (Active)	51,000
RBTech Annual Dues (Retired)	100
RBTech Annual Dues (Temp Withdrawal)	300
BIT Annual Dues (Active)	79,000
BIT Annual Dues (Temp Withdrawal)	2,000
ABT Annual Dues	5,000
ABT Annual Dues (Temp Withdrawal)	200
Trainee ABT Annual Dues	300
Trainee RBTech Annual Dues	7,000
Trainee RBTech Annual Dues (Temp Withdrawal)	100
Student Annual Dues	1,000
Limited license Dues	1,000
<b>TOTAL REGISTRANTS DUES REVENUE</b>	<b>1,344,500</b>

<b>REGISTRANTS FEES REVENUE</b>	
Reinstatement Fee	5,000
Application Fees	148,000
Late Fee	8,000
Professional Seal Fees	9,000
Certificates Replacement Fees	100
Ethics Course Fees	35,000
Indigenous Awareness Course	91,000
Legal Requirements Course	45,000
<b>TOTAL REGISTRANTS FEES REVENUE</b>	<b>341,100</b>

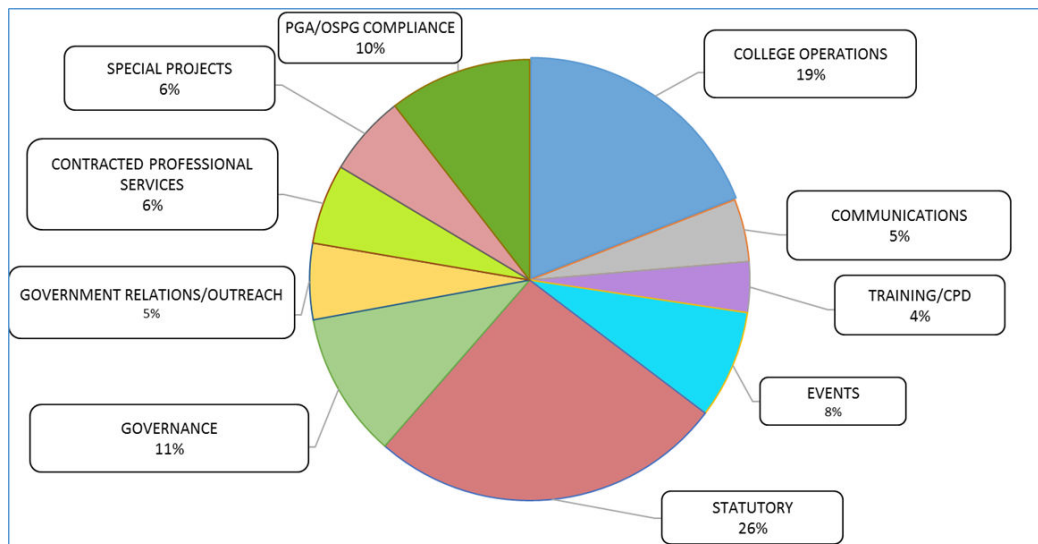
<b>OTHER REVENUE</b>	
Conference Registration	30,000
CPD Revenue	3,500
CPD Outreach Revenue	1,500
Grants/Sponsorships-Conference	17,500
Grant/Government Support – Legal Course	35,000
Job Postings Fees	28,000
Legal Fund Interest	13,000
Operating Fund Interest	16,000
<b>TOTAL OTHER REVENUE</b>	<b>144,500</b>



## Categorized Budget

<b>EXPENSES</b>	
Statutory	471,807
College's Operations	344,295
Governance	192,790
PGA/OSPG Compliance	189,675
Events	143,467
Special Projects	107,202
Contracted Professional Services	106,059
Government Relations/Outreach	100,801
Communications	82,996
Training/CPD	67,007
<b>TOTAL EXPENSE</b>	<b>1,806,100</b>

	<b>Budget 2023</b>	<b>Budget 2022</b>
<b>TOTAL REVENUE</b>	<b>1,830,100</b>	<b>1,523,570</b>
<b>TOTAL EXPENSES</b>	<b>1,806,100</b>	<b>1,496,245</b>
<i>*Fixed Costs</i>	<i>1,530,400</i>	<i>1,230,895</i>
<i>*Discretionary/Variable costs</i>	<i>275,700</i>	<i>265,350</i>
<b>Deficit/Surplus</b>		<b>27,325</b>
<i>Less:</i>		
<i>Provision for sales tax expense</i>	<i>16,000</i>	
<i>Provisions for capital assets amortization</i>	<i>16,000</i>	<i>17,400</i>
<b>Deficit after amortization and sales tax</b>	<b>(8,000)</b>	<b>9,925</b>



Category	Description
College Operation	<ul style="list-style-type: none"> <li>• Office (rent, insurance, internet, phones, computer's and furniture depreciation, photocopying, stationery, shredding services, cleaning)</li> <li>• Banking fees, Stripe, Visa fees</li> <li>• Staff training/Professional Development, HR Expenses</li> <li>• Computer systems (e-mail and website hosting, cloud subscription, database maintenance)</li> <li>• Postage and courier</li> </ul>
Statutory	<ul style="list-style-type: none"> <li>• Credentials</li> <li>• Audits</li> <li>• Practice Reviews</li> <li>• Complaints and Discipline</li> <li>• Nominations</li> <li>• Application and dues processing</li> <li>• Complaints investigations</li> </ul>
Governance	<ul style="list-style-type: none"> <li>• Council/Board</li> <li>• Oversight Board</li> <li>• Finance Oversight Board</li> </ul>
Communications	<ul style="list-style-type: none"> <li>• Staff time for <i>College Matters</i>, <i>College Connections</i>, <i>College Notices</i></li> <li>• Brochures, banners, advertisements, news releases</li> <li>• Staff time for website postings, social media</li> <li>• Media tracking</li> </ul>
Events	<ul style="list-style-type: none"> <li>• College Conference and AGM</li> </ul>
Training/CPD	<ul style="list-style-type: none"> <li>• Practice Guidance, mandatory training</li> <li>• Production and distribution of educational and explanatory materials</li> <li>• Registrants' CPD Events</li> </ul>
Government Relations/Outreach	<ul style="list-style-type: none"> <li>• Interagency and government relations</li> <li>• Academic institutions &amp; training providers</li> <li>• Regional outreach – meetings, tradeshow, events, presentations</li> </ul>
Contracted Professional Services	<ul style="list-style-type: none"> <li>• Financial Auditor</li> <li>• Legal Consulting fees</li> <li>• IT Support</li> </ul>
PGA/ OSPG compliance	<ul style="list-style-type: none"> <li>• Contracted Professional fees (legal, consulting, writing)</li> <li>• OSPG Audits</li> <li>• Complying with the Standards of Good Regulation *SGR)</li> <li>• Policy Development</li> <li>• Bylaws revisions</li> <li>• PGA Compliance</li> <li>• Environmental Protection Panel</li> </ul>
Special Projects	<ul style="list-style-type: none"> <li>• Special Projects</li> </ul>

## Priorities

Category	Description	Priorities	Strategic Goals	Responsible Staff/Committee
<b>Operations (fixed costs)</b>	<ul style="list-style-type: none"> <li>Accounting software, banking fees</li> <li>Staff training/PD</li> <li>Professional seals</li> <li>Computer systems (email host, cloud subscriptions, Bambora, Stripe)</li> <li>Office (rent, insurance, phone, internet, furniture, photocopying, stationery)</li> <li>Human Resource management and support</li> </ul>	<ul style="list-style-type: none"> <li>Maintain core College functions to fulfill statutory mandate</li> <li>Identify and implement efficiencies for registrants</li> <li>Recruit for vacant position(s) and onboard new staff</li> <li>Identify new office space to meet current and future (five years) requirements</li> </ul>	<p><b>Goal 3: Enhance Trust, Accountability and Awareness</b></p> <p><b>Goal 5: Foster a Healthy and Respectful Organization</b></p>	<ul style="list-style-type: none"> <li>CEO</li> <li>Registrar &amp; Director of Compliance</li> <li>Director of Practice</li> <li>Executive Operations - Communications Officer</li> <li>Reg Officer</li> <li>Finance Manager</li> <li>Admin Officer</li> <li>Information Officer</li> <li>Bookkeeper</li> </ul> <hr/> <ul style="list-style-type: none"> <li>Executive</li> <li>Council (Board)</li> </ul>



Committees/Boards				
<b>1) Statutory</b>	<ul style="list-style-type: none"> <li>• Responsible for ensuring that the College is delivering on its statutory mandate including:               <ul style="list-style-type: none"> <li>○ audits, practice reviews and the College’s Continuing Professional Development Program (CPD)</li> <li>○ setting entrance standards for registrants and reviewing applications for registration</li> <li>○ assessing, reviewing, and refreshing accreditation agreements</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Maintain ongoing statutory functions</li> <li>• Continue implementing Reserved Practice</li> <li>• Fully implement Compliance Plan for Title and Practice infringement</li> <li>• Review CPD requirements to meet objectives in the <i>Declaration of the Rights of Indigenous Peoples Act</i></li> <li>• Streamline Areas of Practice</li> <li>• Review of credentialing standards with ASPB</li> <li>• Continue to monitor EGBC’s progress on firm regulation</li> </ul>	<p><b>Goal 1: Implement Reserved Practice</b></p> <p><b>Goal 2: Promote Professional Excellence</b></p> <p><b>Goal 3: Enhance Trust, Accountability and Awareness</b></p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Registrar &amp; Director of Compliance</li> <li>• Director of Practice</li> <li>• Reg Officer</li> <li>• Manager of Registration &amp; Compliance</li> <li>• Manager of Practice Support</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Council (Board)</li> <li>• Nominations Committee</li> <li>• Credentials Committee</li> <li>• Audit &amp; Practice Review Committee</li> <li>• Discipline/Investigations Committee</li> <li>• Continuing Professional</li> </ul>

	<ul style="list-style-type: none"> <li>○ determining whether registrants have contravened the Act, regulation or the bylaws</li> </ul>	<ul style="list-style-type: none"> <li>● Randomly select next group of registrants for mandatory training</li> </ul>		<ul style="list-style-type: none"> <li>Development Review TF</li> <li>● Areas of Practice TF</li> <li>● Credentials Harmonization TF</li> </ul>
2) Governance	<ul style="list-style-type: none"> <li>● Lead strategic functions of the College to enhance the organization’s long-term success while maintaining long-term financial stability</li> </ul>	<ul style="list-style-type: none"> <li>● Ensure the College continues to move forward in meeting its governance mandate</li> <li>● Maintain and improve budget/ business planning</li> <li>● Revise bylaws as necessary</li> <li>● Policy development</li> <li>● Develop rationale and implementation plan for possible 2024 fee increases (if necessary)</li> </ul>	<ul style="list-style-type: none"> <li><b>Goal 1: Implement Reserved Practice</b></li> <li><b>Goal 2: Promote Professional Excellence</b></li> <li><b>Goal 3: Enhance Trust, Accountability and Awareness</b></li> <li><b>Goal 5: Foster a Healthy and Respectful Organization</b></li> </ul>	<ul style="list-style-type: none"> <li>● CEO</li> <li>● Registrar &amp; Director of Compliance</li> <li>● Director of Practice</li> <li>● Manager of Practice Support</li> <li>● Executive Operations - Communications Officer</li> <li>● Finance Manager</li> </ul> <hr/> <ul style="list-style-type: none"> <li>● Executive</li> <li>● Finance</li> <li>● Nominations</li> </ul>

<b>3) Training/CPD</b>	<ul style="list-style-type: none"> <li>• Practice Guidance, mandatory training</li> <li>• Production and distribution of educational and explanatory materials</li> <li>• Registrants' CPD Events</li> </ul>	<ul style="list-style-type: none"> <li>• Produce and distribute College training information</li> <li>• Produce and publish practice guidance documents</li> </ul>	<p><b>Goal 2: Promote Professional Excellence</b></p> <p><b>Goal 3: Enhance Trust, Accountability and Awareness</b></p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Registrar &amp; Director of Compliance</li> <li>• Director of Practice</li> <li>• Manager of Registration &amp; Compliance</li> <li>• Manager of Practice</li> <li>• Executive Operations - Communications Officer</li> <li>• Admin Officer</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Council/Board</li> </ul>
------------------------	--	--	---	--

<b>Events</b>	<ul style="list-style-type: none"> <li>• Provide direction and support annual conference and AGM, outreach and consultation events</li> </ul>	<ul style="list-style-type: none"> <li>• Organize and deliver Conference &amp; Annual General Meeting</li> <li>• Organize and deliver webinars and, where possible, in-person information sessions for registrants</li> <li>• <b>Celebrate 20 years of professional regulation</b></li> </ul>	<p><b>Goal 2: Promote Professional Excellence</b></p> <p><b>Goal 4: Strengthen Relationships</b></p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Executive Operations - Communications Officer</li> <li>• Reg Officer</li> <li>• Finance Manager</li> <li>• Admin Officer</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• Executive</li> <li>• Conference Planning Working Group</li> </ul>
<b>Outreach</b>	<ul style="list-style-type: none"> <li>• Interagency &amp; government relations</li> <li>• Building partnerships</li> <li>• Regional outreach – meetings, events, tradeshow, presentations</li> </ul>	<ul style="list-style-type: none"> <li>• Establish and maintain constructive relationships with community organizations, employers and government entities</li> <li>• Continue to work in partnership with BC-based regulatory resource professional associations</li> </ul>	<p><b>Goal 1: Implement Reserved Practice</b></p> <p><b>Goal 4: Strengthen Relationships</b></p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Registrar &amp; Director of Compliance</li> <li>• Director of Practice</li> <li>• Manager of Registrations and Compliance</li> <li>• Manager of Practice Support</li> <li>• Executive Operations - Communications Officer</li> </ul>

		<ul style="list-style-type: none"> <li>• Participate in forums, conferences and events to promote the College</li> <li>• Further develop partnerships with academic &amp; training partners</li> <li>• Work with partners on cross over issues regarding implementation of the PGA</li> </ul>		<ul style="list-style-type: none"> <li>• Executive</li> <li>• Council (Board)</li> </ul>
<b>Communications</b>	<ul style="list-style-type: none"> <li>• Internal to registrants</li> <li>• External promotion</li> <li>• Website, social media</li> <li>• Media tracking</li> </ul>	<ul style="list-style-type: none"> <li>• <i>College Matters, College Connections, College Notice</i></li> <li>• Produce and revise brochures, banners, advertisements, news releases as required</li> <li>• Monitor and report out on activities</li> </ul>	<p><b>Goal 2: Promote Professional Excellence</b></p> <p><b>Goal 3: Enhance Trust, Accountability and Awareness</b></p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Registrar &amp; Director of Compliance</li> <li>• Director of Practice</li> <li>• Executive Operations - Communications Officer</li> <li>• Reg Officer</li> <li>• Admin Officer</li> </ul>

		<ul style="list-style-type: none"> <li>• Overhaul website</li> </ul>		<ul style="list-style-type: none"> <li>• Editorial Working Group</li> <li>• Executive</li> </ul>
<b>Contracted Professional Services</b>	<ul style="list-style-type: none"> <li>• Financial auditor</li> <li>• Legal fees</li> <li>• Investigations</li> <li>• IT support</li> </ul>	<ul style="list-style-type: none"> <li>• Contract with professionals as required to ensure all statutory obligations are fulfilled</li> <li>• Contract with support professionals to maintain daily operations of College</li> </ul>		<ul style="list-style-type: none"> <li>• CEO</li> <li>• Registrar &amp; Director of Compliance</li> <li>• Director of Practice</li> <li>• Finance Manager</li> <li>• Executive Operations - Communications Officer</li> </ul>
				<ul style="list-style-type: none"> <li>• Finance</li> <li>• Investigations Committee</li> <li>• Audit &amp; Practice Review Committee</li> <li>• Executive</li> </ul>

<p><b>PGA/OSPG Compliance</b></p>	<ul style="list-style-type: none"> <li>• Contracted Professional fees (legal, consulting, writing)</li> <li>• OSPG Audits</li> <li>• Complying with the Standards of Good Regulation (SGR)</li> <li>• Policy Development</li> <li>• Bylaws revisions</li> <li>• PGA Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Finalize Erosion &amp; Sediment Control</b></li> <li>• <b>Develop EPP directives</b></li> <li>• <b>Determine practice guidance priorities and initiate development</b></li> <li>• <b>Policy development</b> <ul style="list-style-type: none"> <li>○ <b>Diversity, Equity and inclusion</b></li> <li>○ <b>College Standards Review</b></li> <li>○ <b>Complaints &amp; Discipline Risk Assessment</b></li> <li>○ <b>Credentials Review on the Record</b></li> </ul> </li> </ul>	<p><b>Goal 2: Promote Professional Excellence</b></p> <p><b>Goal 3: Enhance Trust, Accountability and Awareness</b></p> <p><b>Goal 4: Strengthen Relationships</b></p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Registrar &amp; Director of Compliance</li> <li>• Director of Practice</li> <li>• Manager of Registrations &amp; Compliance</li> <li>• Manager of Practice Support</li> <li>• Executive Operations – Communications Officer</li> </ul>
	<ul style="list-style-type: none"> <li>• Environmental Protection Panel</li> </ul>	<ul style="list-style-type: none"> <li>• Complete OSPG’s Performance Review for Standards of Good Regulation and Foreign Credentials</li> </ul>		<ul style="list-style-type: none"> <li>• Council/Board</li> <li>• Executive</li> <li>• ESC Practice Guidance Steering Committee</li> </ul>

		<ul style="list-style-type: none"> <li>• Develop and implement self-evaluation</li> </ul>		
<b>Special Projects</b>	<ul style="list-style-type: none"> <li>• Database/Website Upgrade</li> <li>• Legal requirements Course</li> </ul>	<ul style="list-style-type: none"> <li>• Continue IT upgrade</li> <li>• Finalize and implement legal requirements course</li> </ul>	<p><b>Goal 1: Implement Reserved Practice</b></p> <p><b>Goal 3: Enhance Trust, Accountability and Awareness</b></p> <p><b>Goal 4: Strengthen Relationships</b></p>	<ul style="list-style-type: none"> <li>• CEO</li> <li>• Registrar &amp; Director of Compliance</li> <li>• Director of Practice</li> <li>• Manager of Registrations &amp; Compliance</li> <li>• Manager of Practice Support</li> <li>• Executive Operations - Communications Officer</li> <li>• Finance Manager</li> <li>• Admin Officer</li> </ul>
				<ul style="list-style-type: none"> <li>• Executive</li> <li>• Council (Board)</li> </ul>