



# COLLEGE OF **APPLIED BIOLOGISTS**

## *2025 Business Plan*



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# Contents

- I. **Executive Summary** ..... 2
  - Vision ..... 2
  - Mission ..... 2
  - Values ..... 2
- II. **Highlights**..... 3
  - 2024 – The year that was..... 3
  - 2025 – The year ahead ..... 3
- III. **Governance and Operations** ..... 5
  - College Board..... 5
  - Governance Committees ..... 5
  - Statutory Committees ..... 5
  - Working Groups and Assessors ..... 6
  - Task Forces ..... 7
  - Cross Regulatory Collaboration ..... 7
  - Ongoing Priorities ..... 7
  - Reconciliation ..... 8
  - College Organizational Structure and Statutory responsibilities..... 8
- IV. **Budget** ..... 10
  - Budget ..... 10
  - Categorized Budget ..... 12
- V. **Workplan & Strategic Priorities**..... 16

## Executive Summary

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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

A respected leader in professional accountability

### Mission

To serve the public by regulating applied biology professionals

### Values

- ♦ **Collaboration:** We build relationships to protect the public interest.
- ♦ **Accountability:** We are open and transparent in our actions.
- ♦ **Reconciliation:** We promote, support and incorporate reconciliation with Indigenous peoples, who have lived and cared for the lands and waters for time immemorial.
- ♦ **Respect:** We respect the public, College registrants, and the profession of applied biology.
- ♦ **Ethics:** We follow the principles of administrative justice and take a fair, transparent, and judicious approach to the application of College processes.
- ♦ **Resilience:** We are adaptable to changing circumstances.

## Highlights

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### 2024 – The year that was

- Developed new five (5) year Strategic Plan
- Updated Compliance Plan to enforce reserved title and reserved practice rights
- Developed organizational risk assessment tool
- Made legislated requirements to credentialing reporting tools to be in compliance with the *International Credentials Recognition Act* (ICRA)
- Developed and implemented self-evaluation as required under the Office of the Superintendent of Professional Governance’s “Standards of Good Regulation”
- Maintained outreach activities for employers, ENGOs, associations, governments, academic and training institutions, and registrants on regulated and reserved practice
- Continued merit-based recruitment for staff and volunteers
- Strengthened cross regulatory body collaboration(s)
- The larger registrant body led to the highest number of complaints received in a single year

### 2025 – The year ahead

- Begin implementing the new Strategic Plan
- Review and revise (where necessary) Credentialing Standard
- Identify and initiate work on practice guidance priorities
- Formalize Practice Guidance program
- Review and update (if necessary) the Code of Ethics and Professional Conduct course and have it narrated to allow for increased accessibility
- Initiate study on possible scenarios for the regulation of firms
- Policy development
  - College Competency Standards Review
  - Conflict of Interest Policy
- Continue IT enhancements
- Continue merit-based recruitment for staff and volunteers
- Strengthen cross regulatory body collaboration(s)



# Governance and Operations

## College Board

<b>Board</b>	<p>The Board is the governing body of the College, responsible for sound financial management, strategic planning and implementation, and ensuring that the College meets its legal requirements to protect the public interest. To successfully deliver on its mandate, the Board has delegated specific responsibilities to volunteer-led Governance Committees, Statutory Committees, Working Groups and Task Forces to evaluate and assess College approved and resourced initiatives and make recommendations to the Board for decision.</p>
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## Governance Committees

<b>Governance Committees</b>	<p>Executive</p> <ul style="list-style-type: none"> <li>• Chair, Past Chair, Vice Chair, 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 Board members, lay 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 nine (9) 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 the 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 Board members from serving on these committees</p>	<p>Audit &amp; Practice Review</p> <ul style="list-style-type: none"> <li>• Up to nine (9) 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 the Board for changes</li> <li>• Oversee audit and practice review processes</li> <li>• Work with assessors to improve processes</li> </ul>

	<p>Investigation</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>• Oversees the discipline process once a citation be issued by the Investigation 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 Chair, Chair (if necessary) and Board Member(s).</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 the 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>• Provides 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</p>	<ul style="list-style-type: none"> <li>• Evaluate and recommend applications for registration in the College</li> <li>• Recommend changes to processes and procedures as necessary</li> </ul>
	<p>Audit Assessors</p>	<ul style="list-style-type: none"> <li>• Conduct annual practice audits and practice reviews as required</li> <li>• Recommend changes to processes and procedures as necessary</li> </ul>

## Task Forces

<b>Credentialing Standard TF</b>	<ul style="list-style-type: none"> <li>Review the Credentialing Standard to ensure that the Standard sets the appropriate minimum requirements for registration with the College.</li> </ul>	<ul style="list-style-type: none"> <li>Review and make recommendations to the Board for improvements to the Credentialing Standard</li> </ul>	One year
<b>Code of Ethics and Professional Conduct Course update</b>	<ul style="list-style-type: none"> <li>Review current course for any possible improvements</li> </ul>	<ul style="list-style-type: none"> <li>Recommend revisions (if required) to align with other mandatory courses having narration</li> </ul>	One year

## 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 collaborative communications</li> </ul>	Ongoing
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## 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, and the *International Credentials Recognition Act* and Regulations.

**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.



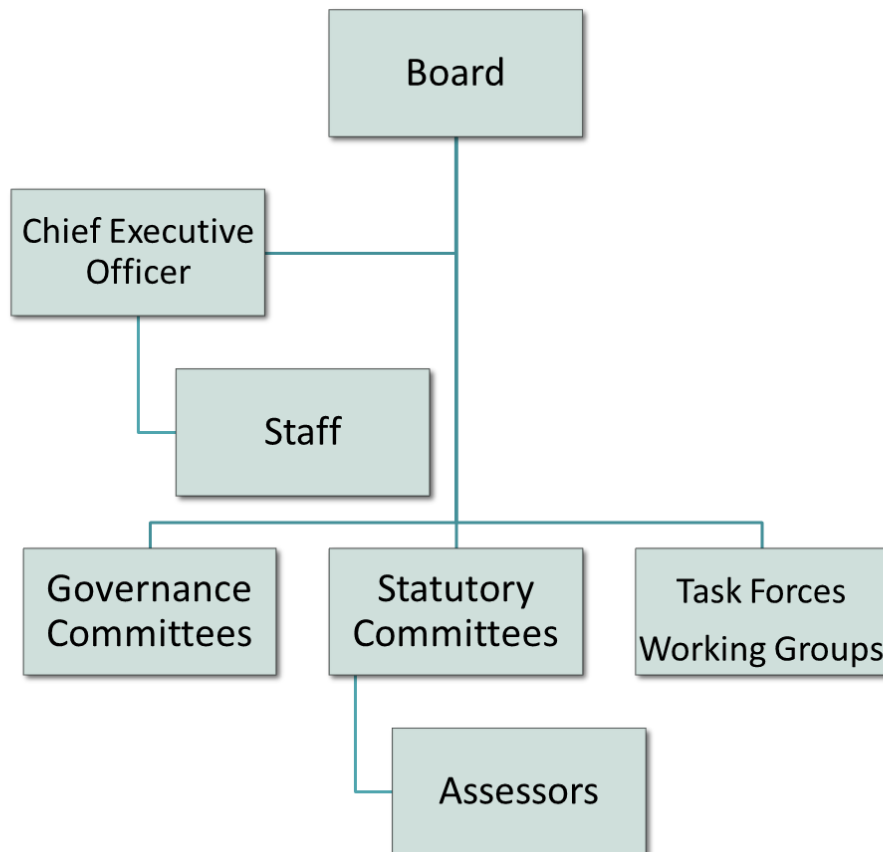
**Reserved Title and Reserved Practice Compliance** – Continued implementation of updated Compliance Plan.

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

### Reconciliation

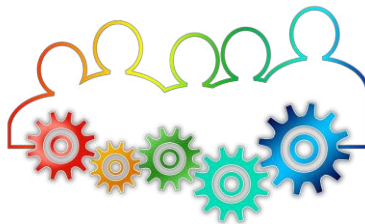
**Scholarship review** – Establish a process for creating an Indigenous Scholarship.

### College Organizational Structure and Statutory responsibilities



As per Division 2-5 of the bylaws and pursuant to section 31 (1) of the Professional Governance Act the Board may appoint one or more Deputy Registrars who has or have: (a) the same powers and authorities as the Registrar; or (b) specific powers and authorities assigned by the Board.

Position Title	Delegated Authority	Primary Responsibilities	Supervisor
Chief Executive Officer	All statutory authorities under the <i>Professional Governance Act</i> , College bylaws as ascribed to the "Registrar".	Act compliance AGM (Resolutions) Nominations Process	College Board Executive
Registrar	All statutory authorities under the <i>Professional Governance Act</i> , College bylaws as ascribed to the "Registrar".	Registrations Complaints and Discipline Elections	Chief Executive Officer
Director of Practice	All statutory authorities under the <i>Professional Governance Act</i> , College bylaws as ascribed to the "Registrar".	Audit and Practice Review Title and Practice Compliance Practice Guidance Program	Chief Executive Officer
Sr. Manager of Registration	Authorities 5-4 to 5-11 inclusive as per the College's bylaws.	Registrations Process	Registrar
Sr. Manager of Practice	8-4 to 8-7 inclusive as per the College's bylaws	Audit & Practice Review Processes	Director of Practice
Sr. Manager of Compliance	9-4 to 9-6 inclusive and 9-12 as per the College's bylaws	Complaints & Discipline Process	Registrar



# Budget

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## Budget

<b>REGISTRANTS DUES REVENUE</b>	
RPBio Annual Dues (Active)	1,515,000
RPBio Annual Dues (Retired)	5000
RPBio Annual Dues (Temp Withdrawal)	7,150
RBTech Annual Dues (Active)	64,000
RBTech Annual Dues (Retired)	100
RBTech Annual Dues (Temp Withdrawal)	550
BIT Annual Dues (Active)	110,500
BIT Annual Dues (Temp Withdrawal)	1,100
ABT Annual Dues	5,500
ABT Annual Dues (Temp Withdrawal)	200
Trainee ABT Annual Dues	750
Trainee RBTech Annual Dues	9,300
Trainee RBTech Annual Dues (Temp Withdrawal)	150
Student Annual Dues	850
Limited license Dues	500
<b>TOTAL REGISTRANTS DUES REVENUE</b>	<b>1,720,650</b>

<b>REGISTRANTS FEES REVENUE</b>	
Reinstatement Fee	5,000
Application Fees	200,000
Certificates Replacement Fees	100
Late Fee	10,000
Professional Seal Fees	12,000
Mandatory Training Fees	190,000
On-Demand Training Fees	5,000
<b>TOTAL REGISTRANTS FEES REVENUE</b>	<b>422,100</b>

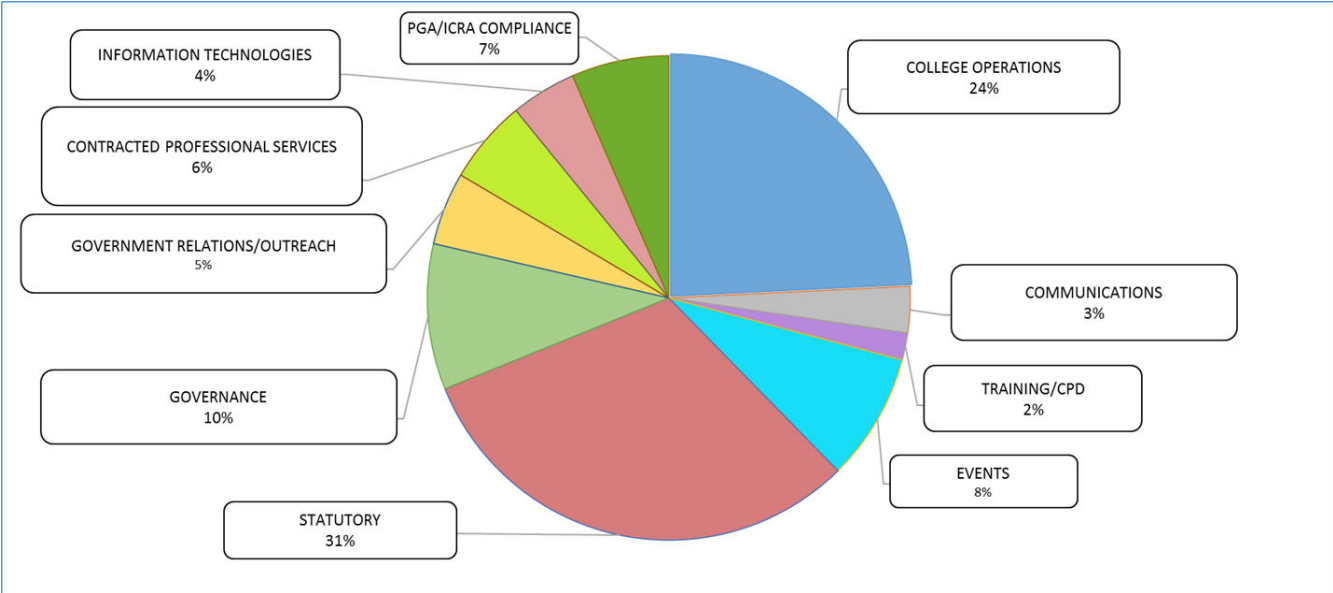
<b>OTHER REVENUE</b>	
Conference Registration	86,950
CPD Outreach Revenue	500
Grants/Sponsorships-Conference	27,500
Job Postings Fees	30,000
Legal Fund Interest	23,000
Operating Fund Interest	20,000
<b>TOTAL OTHER REVENUE</b>	<b>187,950</b>



## Categorized Budget

<b>EXPENSES</b>	
Statutory	<b>740,580</b>
College's Operations	<b>574,260</b>
Governance	<b>230,421</b>
Events	<b>201,800</b>
PGA/OSPG Compliance	<b>154,733</b>
Contracted Professional Services	<b>133,080</b>
Government Relations/Outreach	<b>115,377</b>
<b>Information Technologies</b>	<b>103,873</b>
Communications	<b>73,268</b>
Training/CPD	<b>42,788</b>
<b>TOTAL EXPENSE</b>	<b>2,370,180</b>

	<b>Budget 2024</b>	<b>Budget 2025</b>
<b>TOTAL REVENUE</b>	<b>2,040,275</b>	<b>2,330,700</b>
<b>TOTAL EXPENSES</b>	<b>2,110,500</b>	<b>2,370,180</b>
<i>*Fixed Costs</i>	<i>1,816,800</i>	<i>2,094,180</i>
<i>*Discretionary/Variable costs</i>	<i>293,700</i>	<i>276,000</i>
<b>Deficit/Surplus</b>	<b>(70,225)</b>	<b>(39,480)</b>



Category	Description
College Operations	Maintain core functions: <ul style="list-style-type: none"> <li>• Accounting</li> <li>• Staff training/PD</li> <li>• Computer systems (email host, cloud subscriptions, Stripe)</li> <li>• Office (rent, insurance, phone, internet, furniture, photocopying, stationery)</li> <li>• Human Resource management and support</li> </ul>
Statutory	Ensure delivery of the statutory mandate by: <ul style="list-style-type: none"> <li>• managing the audit &amp; practice review processes</li> <li>• providing a Professional Guidance Program</li> <li>• setting entrance standards and reviewing applications for registration</li> <li>• assessing, reviewing, and refreshing accreditation agreements</li> <li>• managing a fair and transparent complaints and discipline process</li> <li>• enforcing title and practice compliance</li> <li>• delivering merit-based nominations and fair elections process</li> <li>• conducting an annual general meeting</li> </ul>
Governance	Lead strategic functions of the College to enhance the organization's long-term success while maintaining long-term financial stability by: <ul style="list-style-type: none"> <li>• adhering to the principles of good governance</li> <li>• maintain and improving budget and business planning</li> <li>• implementing the vision, mission, values and goals of the strategic plan</li> </ul>
Communications	Provide clear and effective communication materials on a variety of platforms through: <ul style="list-style-type: none"> <li>• College Matters</li> <li>• College Connections</li> <li>• College Notices</li> <li>• Web and social media platforms</li> <li>• brochures and other promotional materials</li> </ul>
Events	Deliver an annual conference and ancillary events as appropriate through: <ul style="list-style-type: none"> <li>• the annual conference</li> <li>• webinars and in-person information sessions</li> </ul>
Training/CPD	Provide clear information to registrants on: <ul style="list-style-type: none"> <li>• the Continuing Professional Development Program</li> <li>• opportunities for registrants to participate in training activities</li> </ul>
Government Relations/Outreach	Develop and maintain constructive relationships with: <ul style="list-style-type: none"> <li>• government</li> <li>• regulatory partners</li> <li>• academic and training institutions</li> <li>• employers</li> <li>• First Nations and Indigenous organizations</li> <li>• Public stakeholders</li> </ul>
Contracted Professional Services	<b>Contract with appropriate professionals for appropriate expert advice as it pertains to:</b> <ul style="list-style-type: none"> <li>• legal</li> <li>• financial</li> <li>• applied biology subject matter experts</li> </ul>

<b>PGA/ICRA compliance</b>	<b>Continue to invest and improve upon processes and systems to maintain and improve compliance with relevant statutes including:</b> <ul style="list-style-type: none"> <li>• compliance with the Standards of Good Regulations (SGR)</li> <li>• maintaining reporting requirements</li> <li>• delivering on directives and initiatives originating from the Office of the Superintendent of Professional Governance</li> </ul>
<b>Information Technologies</b>	<b>Fund specific initiatives that advance IT systems to:</b> <ul style="list-style-type: none"> <li>• support registrants</li> <li>• assist applicants</li> <li>• streamline processing practices for greater efficiency</li> <li>• support staff with appropriate tools</li> </ul>



## Workplan & Strategic Priorities

Category	Ongoing	Strategic Initiatives 2025	Strategic Goal(s)
operations	Maintain core functions: <ul style="list-style-type: none"> <li>• Accounting</li> <li>• Staff training/PD</li> <li>• Computer systems (email host, cloud subscriptions, 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>• Migrate accounting software to a new cloud-based provider for better tech support and functionality</li> <li>• Develop Appendix to the Harassment policy to outline procedures for potential complaints regarding the CEO</li> <li>• Update 3 year rolling business plan and financial projections</li> </ul>	<ol style="list-style-type: none"> <li>1. Promote professional excellence and accountability</li> <li>4. Be known as a resilient and respected organization</li> </ol>

statutory

ensure delivery of the statutory mandate by:

- managing the audit & practice review processes
- providing a Professional Guidance Program
- setting entrance standards and reviewing applications for registration
- assessing, reviewing, and refreshing accreditation agreements
- managing a fair and transparent complaints and discipline process
- enforcing title and practice compliance
- delivering merit-based nominations and fair elections process
- conducting an annual general meeting

- Further refine Practice Review Policy and procedures
- Revive Environmental Professionals Panel with an initial focus on stream classification and wildfire management
- Review and revise (where necessary) credentialing standard
- Identify and initiate work on new Practice Guidance document(s)
- Expand title and practice enforcement programme
- Migrate Annual General Meeting to on-line platform
- Review and revise (if necessary) professional practice competency standard
- Initiate CPD program review

1. Promote professional excellence and accountability
2. Increase awareness of the reserve practice of applied biology

governance	<p>Lead strategic functions of the College to enhance the organization's long-term success while maintaining long-term financial stability by:</p> <ul style="list-style-type: none"> <li>• adhering to the principles of good governance</li> <li>• maintain and improving budget and business planning</li> <li>• implementing the vision, mission, values and goals of the strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>• implement new strategic plan</li> <li>• address recommendations arising from financial audit</li> <li>• Update risk analysis as necessary</li> </ul>	<ol style="list-style-type: none"> <li>2. Increase awareness of the reserve practice of applied biology</li> <li>3. Take tangible actions to advance reconciliation</li> <li>4. Be known as a resilient and respected organization</li> </ol>
training/ cpd	<p>Provide clear information to registrants on:</p> <ul style="list-style-type: none"> <li>• the Continuing Professional Development Program</li> <li>• opportunities for registrants to participate in training activities</li> </ul>	<ul style="list-style-type: none"> <li>• update Code of Ethics and Professional Conduct course and have it narrated as per other mandatory training courses</li> </ul>	<ol style="list-style-type: none"> <li>1. Promote professional excellence and accountability</li> </ol>
events	<p>Deliver an annual conference and ancillary events as appropriate through:</p> <ul style="list-style-type: none"> <li>• the annual conference</li> <li>• webinars and in-person information sessions</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver annual conference that is promotes diversity and is inclusive of Indigenous People</li> </ul>	<ol style="list-style-type: none"> <li>1. Promote professional excellence and accountability</li> <li>2. Increase awareness of the reserve practice of applied biology</li> <li>3. Take tangible actions to advance reconciliation</li> </ol>

<p>outreach</p>	<p>Develop and maintain constructive relationships with:</p> <ul style="list-style-type: none"> <li>• government</li> <li>• regulatory partners</li> <li>• academic and training institutions</li> <li>• employers</li> <li>• First Nations and Indigenous organizations</li> <li>• Public stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Identify “champions” in biology faculties</li> <li>• Develop principles for meaningful engagement with Indigenous People</li> <li>• Establish process for creating an Indigenous Scholarship</li> </ul>	<ol style="list-style-type: none"> <li>2. Increase awareness of the reserve practice of applied biology</li> <li>3. Take tangible actions to advance reconciliation</li> <li>4. Be known as a resilient and respected organization</li> </ol>
<p>communications</p>	<p>Provide clear and effective communication materials on a variety of platforms through:</p> <ul style="list-style-type: none"> <li>• College Matters</li> <li>• College Connections</li> <li>• College Notices</li> <li>• Web and social media platforms</li> <li>• brochures and other promotional materials</li> </ul>	<ul style="list-style-type: none"> <li>• review and revise promotional/information materials</li> </ul>	<ol style="list-style-type: none"> <li>1. Promote professional excellence and accountability</li> <li>2. Increase awareness of the reserve practice of applied biology</li> </ol>
<p>contracted professional services</p>	<p>Contract with appropriate professionals for appropriate expert advice as it pertains to:</p> <ul style="list-style-type: none"> <li>• legal</li> <li>• financial</li> <li>• applied biology subject matter experts</li> </ul>	<ul style="list-style-type: none"> <li>• as necessary</li> </ul>	<ol style="list-style-type: none"> <li>1. Promote professional excellence and accountability</li> </ol>

<p>PGA/ICRA compliance</p>	<p>Continue to invest and improve upon processes and systems to maintain and improve compliance with relevant statutes including:</p> <ul style="list-style-type: none"> <li>• compliance with the Standards of Good Regulations (SGR)</li> <li>• maintaining reporting requirements</li> <li>• delivering on directives and initiatives originating from the Office of the Superintendent of Professional Governance</li> </ul>	<ul style="list-style-type: none"> <li>• conduct self audit against SGRs</li> <li>• complete current by-law revisions</li> <li>• initiate study on possible scenarios for regulation of firms</li> </ul>	<p>1. Promote professional excellence and accountability</p> <p>4. Be known as a resilient and respected organization</p>
<p>Information Technologies</p>	<p>Fund specific initiatives that advance IT systems to:</p> <ul style="list-style-type: none"> <li>• support registrants</li> <li>• assist applicants</li> <li>• streamline processing practices for greater efficiency</li> <li>• support staff with appropriate tools</li> </ul>	<ul style="list-style-type: none"> <li>• continue priority investments in database capabilities to provide greater efficiencies focused on registrations</li> <li>• explore alternate IT provider (desktop)</li> </ul>	<p>4. Be known as a resilient and respected organization</p>

