



Strategic Plan

2023-2026



Message from Leadership



Lia Daborn, CAE

Chief Executive Officer
& Registrar

It is with great pleasure and enthusiasm that I present to you the strategic planning document for APEGNB for the years 2023 to 2026. As we embark on this journey, I extend my heartfelt gratitude to all those who have contributed their expertise, insights, and unwavering dedication to this comprehensive and forward-thinking roadmap.

This strategic plan reflects our commitment to upholding the principles of integrity, competence, and public interest. It outlines our key objectives and initiatives that will shape the future of our profession and enable us to navigate the challenges and opportunities that lie ahead.

To achieve these goals, collaboration and engagement will be central to our approach. I am confident that with our shared vision and collaborative spirit, we will achieve remarkable milestones in the years to come.



Raphaël Roy, P.Eng

President (2023-2024)

In an era of rapid technological advancements, growing environmental concerns, and evolving societal needs, our role as a regulator has never been more crucial. We find ourselves at the intersection of innovation and responsibility, entrusted with the task of ensuring the highest standards of engineering and geoscience practices for the betterment of our communities and the world at large.

As we embark on this strategic journey, I call upon each and every one of you to actively contribute, engage, and embrace the changes that lie ahead. Together, we have the power to shape our professions, drive innovation, and make a lasting impact on society.

Thank you for your unwavering commitment to engineering and geoscience excellence. I look forward to seeing how we can work together now and for the future.



About Us

Founded in 1920, (APEGNB) took responsibility of regulating New Brunswick's engineering profession and in 1999 assumed the regulation of the geoscience profession as well. APEGNB has over 6,000 engineers, geoscientists, engineers-in-training, and geoscientists-in-training registered.

Our registrants work in more than 30 different engineering/geoscience disciplines – from designing and creating energy-efficient buildings and faster computers to ensuring New Brunswickers have access to safe, clean drinking water and responsible mining practices.

Our Mandate

The Engineering and Geoscience Professions Act establishes the role of the Association of Professional Engineers and Geoscientists of New Brunswick. Its role is to set high professional and ethical standards, establish codes of conduct, and administer regulatory processes and standards of practice to ensure the protection of the public.



Opportunities and Challenges

This document represents the collective efforts to embrace opportunities, overcome challenges, and shape the future of the engineering and geoscience professions in an ever-evolving landscape.

Collaboration and partnerships will play a vital role in seizing these opportunities outlined in this document. By fostering stronger ties with industry leaders, educational institutions, and government bodies, APEGNB will cultivate a culture of knowledge sharing, continuous learning, and best practices while continuing to ensure that New Brunswickers are kept safe.

The global nature of the professions demands regulatory harmonization across jurisdictions. Collaborating with other regulatory bodies ensures consistency in professional standards, facilitates the sharing of best practices, and upholds the highest level of excellence.

Another critical opportunity lies in embracing diversity and inclusion within the professions. Creating an inclusive environment that values individuals from diverse backgrounds unlocks a wealth of talent, perspectives, and innovative ideas. Such diversity drives creativity, improves decision-making, and better serves the communities in which our registrants live and work.

However, along with opportunities, come challenges. Rapidly emerging technologies bring ethical considerations to the forefront. Navigating the complexities of privacy, data security, algorithmic biases, and responsible implementation of AI poses a challenge, which the APEGNB is committed to addressing.

As APEGNB charts its path forward, the collective action of engineers and geoscientists has the power to shape the future, drive innovation, and make a lasting impact on society.



Our Vision

The Association of Professional Engineers and Geoscientists of New Brunswick leads the professions as a trusted, integral resource in regulatory matters.

Our Mission

To protect the public interest by regulating practice and to maintain public confidence in the professions.

Our Values

As a trusted and respected regulatory body, APEGNB fosters a collaborative environment that promotes competence, dedication, and integrity. Our respected professionals uphold the highest standards and ethical conduct, while the organization works to ensure reliable and transparent processes for licensing. Our commitment to diversity ensures an inclusive environment that values different perspectives and experiences.





Our Priorities

All future actions and initiatives will align with the following strategic pillars:

1. Member Experience:

By prioritizing member experience as a pillar of the strategic plan, APEGNB aims to enhance engagement, satisfaction, and value for its members. A positive member experience leads to increased member retention, active participation, and a stronger professional community overall.

2. Sustainability:

Incorporating sustainability as a pillar in the strategic plan demonstrates a commitment to responsible and ethical practices. APEGNB recognizes the importance of sustainable development, environmental stewardship, and social responsibility. By integrating sustainability into its operations, regulations, and decision-making processes, the organization can contribute to promoting a more resilient and sustainable future.

3. Stakeholder Relationships:

Actively engaging and communicating with our stakeholders, including registrants, industry partners, students, government bodies, and the public is key for effective regulation. By enhancing relationships and increasing awareness, APEGNB will better understand the needs, concerns, and expectations of various stakeholders, enabling the organization to make informed decisions and shape policies that align with the broader interests of the professions.

4. Risk Management:

Risk management is a critical pillar for any organization, particularly a regulatory body. It involves identifying potential risks, assessing their impacts, and implementing strategies to mitigate and manage those risks effectively. By proactively addressing risks, APEGNB can protect the interests of its members, the public, and the professions.



Pillar 1 – Member Experience

Strategic Goals

Improve efficiency of the licensing process

- Review current policies and procedures
- Establish performance benchmarks
- Set objectives and establish gaps
- Clarify guidelines
- Develop strategy to resolve gaps
- Implement the strategy
- Measure outcomes and adjust as needed

Harmonize interprovincial services

- Collaborate with other Atlantic Provinces on regional initiatives
- Take a leadership role at the national level on strategic initiatives
- Examine the complaint process
- Identify areas of concern
- Design and implement corrective actions
- Measure results and adjust as needed

Review Continuing Professional Development (CPD) program

- Review current practices
- Examine processes in other Atlantic Provinces
- Establish a Working Group for the Atlantic region
- Draft guidelines
- Obtain approval
- Implement and monitor outcomes

Develop pathways for equity seeking groups

- Conduct a needs assessment
- Identify current barriers or gaps
- Develop and implement strategy to resolve gaps
- Measure results and adjust as needed



Pillar 2 – Sustainability

Strategic Goals

Educate youth about the professions

- Identify outreach targets and methods
- Identify and research similar organisations for best practices
- Design campaign aimed at target market (ex. collaborative app)

Investigate emerging practices

- Identify emerging areas of interest
- Identify applicable guidelines
- Publish guidelines to be followed
- Ensure compliance through appropriate means

Explore value of “Non-Practicing” category

- Identify potential value of non-practicing members (to the association/stakeholders)
- Define potential roles based on findings
- Engage with non-practicing members to discuss potential

Explore international impact

- Introduce "limited" license
- Integrate into professions
- Partner with Branches for effective deployment
- Partner with multicultural associations



Pillar 3 – Stakeholder Relationships

Strategic Goals

Enhance relationships with Universities

- Work with Universities in support role
- Create stronger dialogue with faculties
- Enhance student contact
- Look to student involvement in Branch Committees
- Create student inclusivity programs

Educate public on professions

- Prepare info packages on roles/responsibilities and complaint process (Eng./GeoSc.)
- Research impact of work done by non-professionals
- Identify key targets for messaging
- Prepare dissemination strategy
- Implement the strategy
- Measure effectiveness and adjust as needed

Deepen relationships with regional branches

- Mine Branches for volunteers
- Leverage relationships to communicate messaging
- Improve Branch communication strategy
- Implement APEGNB governance training as part of Branch orientation
- Enhance involvement in Branch meetings
- Enhance Branch inclusion sentiment with Council

Enhance relationships with associations we interact with

- Create a shortlist of candidates
- Contact each for a preliminary meeting
- Identify areas of opportunity
- Design joint strategies
- Implement strategies
- Measure effectiveness and adjust as needed

Enhance relationships with governments

- Create a shortlist of contacts (all levels)
- Contact each for a preliminary meeting
- Identify areas of opportunity
- Design strategies with government input
- Implement strategies
- Measure effectiveness and adjust as needed



Pillar 4 – Risk Management

Strategic Goals

Mitigate effect of unauthorized practices

- Review process for publishing complaints
- Identify potential impact of unauthorized practices
- Prepare communication strategy with contingency budget
- Establish dissemination strategy
- Prepare communication strategy around the limited license

Improve the licensing process

- Examine process efficiency
- Examine reporting process from the Board of Admissions
- Identify gaps
- Examine impact of the *Fair Registration Practices in Regulated Professions Act*
- Design strategy to address gaps
- Develop educational package
- Implement strategy and review effectiveness
- Monitor and adjust as needed

Comply with technology legislation

- Outsource professional review of current practices (hard/softcopy records)
- Study recommendations addressing system gaps
- Modify policies and audit procedures to comply with recommendations
- Implement changes and review regularly

