



**Strategic Plan  
2017 – 2022**

Geoscientists Nova Scotia (the Association of Professional Geoscientists of Nova Scotia – APGNS) is the organization that was established by the *Geoscience Profession Act* (2002). The Association is mandated to undertake the regulation of the practice of geoscience and the registration of professional geoscientists in Nova Scotia.

This Strategic Plan covers the period 2017 – 2022 and is a revision of the plan developed for the period 2012 – 2017 based on consultation with the members, the Council, and the Executive of the Association. The 2012 – 2017 Strategic Plan was presented and approved by the Council of the Association in February 2012. This revision is based on consultation with the Council, the Executive, and past Presidents of the Association, and was presented and approved by the Council of the Association in October 2017 and made available to members for review and comments for a period of 14 days following that Council approval. While this document has a five year horizon, it was decided by Council that it be reviewed again in three years and revised as required at that time.

APGNS mission and vision continues to represent the guiding principles of the Association and its mandate.

**APGNS Mission:**

*To protect the public through the regulation of professional Geoscience practice in Nova Scotia.*

**APGNS Vision:**

*Based on the values of truth, honesty and trustworthiness, the Association shall safeguard and hold paramount human life and welfare and the environment in the practice of geoscience.*

The following four Strategic Priorities and Objectives will be the keys in determining the activities of the Association during the next five years.

**APGNS Strategic Priorities & Objectives:**

**1.0 Strategic Priority: Value for Members**

*Objective: To enhance member recognition and satisfaction with the benefits of professional geoscience registration.*

**2.0 Strategic Priority: Licensure Awareness, Compliance & Enforcement**

*Objectives: To build upon and strengthen membership base; to strive for registration of all practicing geoscientists (P.Geo); to promote high standards of professional practice.*

**3.0 Strategic Priority: Awareness of the Profession and the Association**

*Objectives: To protect the public through the regulation of professional practice; to promote the Association, it's Members and the Profession to a broader audience.*

**4.0 Strategic Priority: Good Governance**

*Objectives: For the Association to be more influential and strongly positioned as the regulator of the Geoscience profession in Nova Scotia.*

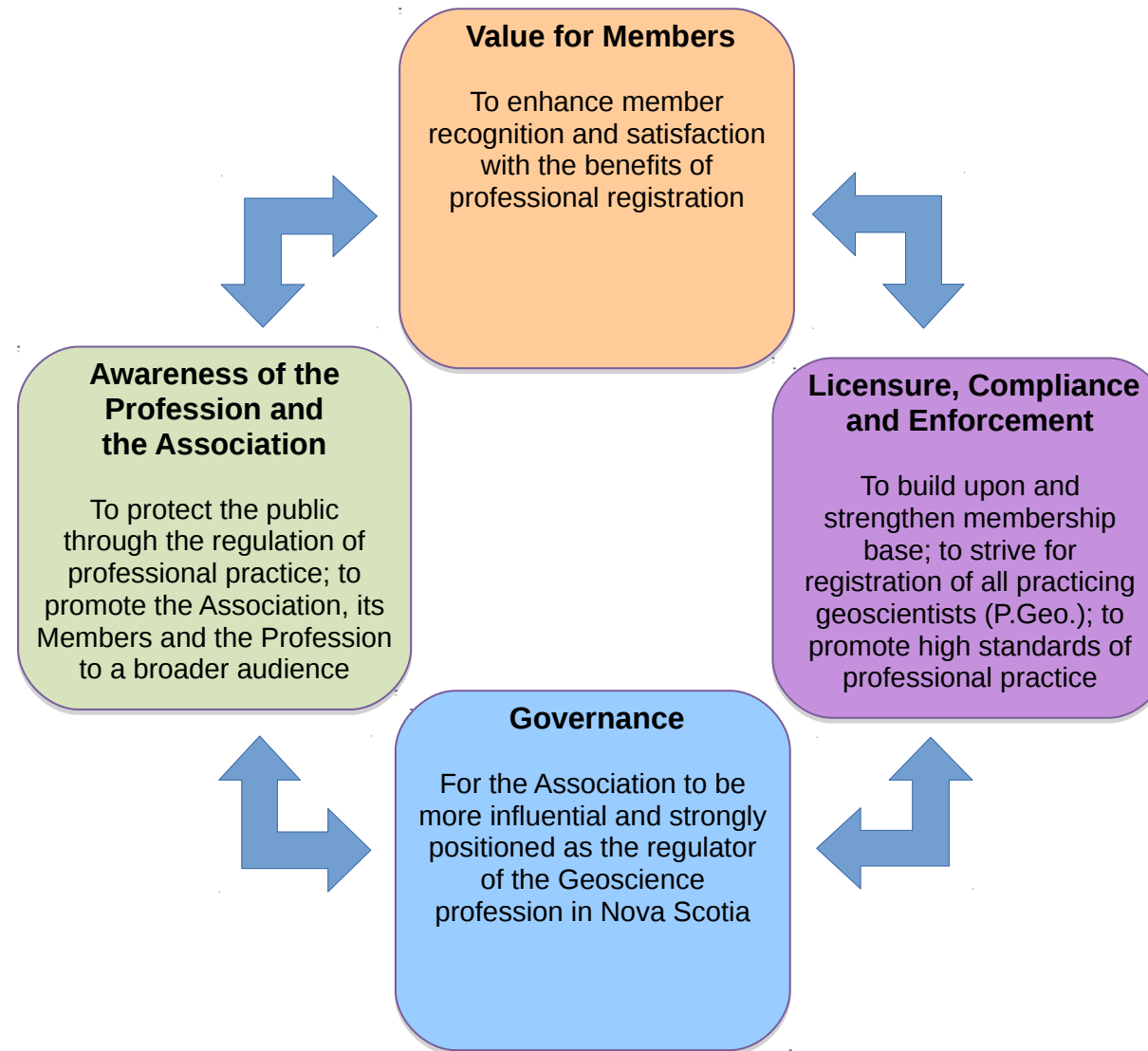
### Strategy Session Consultations and Participants

<b>Bridget Adams, P.Geo<sup>1</sup></b>	<b>past-Treasurer</b>
<b>Paul Batson, P.Geo, FGC.<sup>1,2</sup></b>	<b>Treasurer; past President; Executive Committee</b>
<b>Fred Bonner, P.Geo, FGC.<sup>1</sup></b>	<b>past President</b>
<b>Andy Cameron, P.Geo, FGC.<sup>1</sup></b>	<b>past President; past CCPG Director</b>
<b><u>David Carter, P.Geo, FGC.<sup>1,2</sup></u></b>	<b>past President; past CCPG Director; Governance Committee; Executive Director and Registrar</b>
<b>Brent Cox, P.Geo, FGC.<sup>1,2</sup></b>	<b>Admissions Board Chair</b>
<b>Belinda Culgin, P.Geo<sup>2</sup></b>	<b>President; Executive Committee</b>
<b>Robert Cuthbert, P.Geo<sup>1</sup></b>	<b>past Councillor</b>
<b>Nora Donald, P.Geo<sup>1</sup></b>	<b>past Councillor</b>
<b>Howard Donohoe, P.Geo<sup>1</sup></b>	<b>retired Executive Director and Registrar</b>
<b>Rick Gagné, P.Geo<sup>2</sup></b>	<b>Past Secretary; Councillor; Executive Committee</b>
<b>George Goad, P.Eng<sup>2</sup></b>	<b>Past Public Representative</b>
<b>Kim Green, P.Geo<sup>2</sup></b>	<b>Councillor; Chair - Environment Committee</b>
<b>Gavin Isenor, P.Geo<sup>2</sup></b>	<b>Councillor</b>
<b>Chrystal Kennedy, P.Geo, FGC.<sup>1</sup></b>	<b>past President, past CCPG Director</b>
<b>Gavin Kennedy, P.Geo, FGC.<sup>1</sup></b>	<b>past President</b>
<b>Paul LaFleche, P.Geo, FGC.<sup>1</sup></b>	<b>past President</b>
<b>Scott McCarthy, P.Geo, FGC.<sup>1</sup></b>	<b>past President</b>
<b>Jennifer McDonald, P.Geo, FGC.<sup>2</sup></b>	<b>past President; Councillor; Executive Committee</b>
<b>Maylia Parker, P.Geo<sup>2</sup></b>	<b>Councillor</b>
<b>Jeff Parks, P.Geo, FGC.<sup>1,2</sup></b>	<b>past Secretary; past President; Geoscientists Canada Director; Governance Committee</b>
<b>Theresa Rushton, P.Geo, FGC.<sup>1,2</sup></b>	<b>Past chair - Admissions Board; past President</b>
<b>Beverley Smith, P.Geo, FGC.<sup>1,2</sup></b>	<b>Vice President; past President; Executive Committee</b>
<b>Cliff Stanley, P.Geo, FGC.<sup>1</sup></b>	<b>CGSC Representative</b>
<b>Roxanne Tate, P.Eng<sup>2</sup></b>	<b>Public Representative</b>
<b>Diane Webber, P.Geo, FGC.<sup>1</sup></b>	<b>Admissions Board; past Councillor; Chair - Professional Development Committee</b>
<b>Wayne A Marsh<sup>1</sup></b>	<b>Independent Facilitation Services – session facilitator</b>

1. Participants in developing the original 2012 – 2017 Strategic Plan

2. Participants in review of the 2012 – 2017 Strategic Plan for the 2017 – 2022 revision

## Strategic Priority Areas and Objectives



## 1.0 Strategic Priority: Value for Members

**Objective: To enhance member recognition and satisfaction with the benefits of professional geoscience registration**

<b>Strategic Area</b>	<b>Strategic Initiatives</b>	<b>Current Status</b>	<b>Recommended Strategic Actions</b>
1.1 Professional Development	<p>Emphasize protection of the public through competent and professional geoscience practice</p> <p>Strengthen and promote professional development offerings based on a) member-indicated needs; b) regulatory requirements and c) alignment with nationally recognized standards of practice and competencies.</p> <p>Introduce a means for tracking member professional development activities; (monitoring that is consistent with and acceptable to regulators and other professional associations and legally defensible).</p> <p>Introduce means by which Members are better advised and informed of changes in laws and government regulations relevant to their practice.</p>	<p>A Professional Development program is in place that is in line with programs offered by other professional groups.</p> <p>Professional development opportunities are advertised on our website, e-mails, and newsletter.</p> <p>Members are required to report professional development activities on an annual declaration of professional practice; that information is maintained by the association and is available if required.</p>	<p>The Association should be available to the public and stakeholders for comment and/or consultation.</p> <p>The Association should encourage members to support the profession and professional practice.</p> <p>Members should be encouraged to become involved in the Association via a recognition or awards program, in addition to receiving Professional Development points.</p> <p>Establish a procedure for review of professional development activities undertaken by members (audit and evaluate).</p> <p>Provide an interim digital version of the Certificate of Authorization immediately upon receipt of registration payment, followed by mailing the Certificate of Authorization when signed.</p> <p>Continue to promote Professional Development sessions and partnerships with other associations.</p>
1.2 Internal Communications	<p>Improve communications between the membership and staff/council/committees.</p>	<p>A communications committee has been established and a communications policy has been developed.</p> <p>A newsletter (the GeoGazette) is published.</p> <p>The Association website is kept updated.</p> <p>Members are notified by e-mail of key events or opportunities.</p>	<p>The website content should continue to be monitored and update as required.</p> <p>The Association should encourage member participation at networking / social events.</p> <p>Develop strategic sponsorship opportunities for networking / social events.</p>

<b>Strategic Area</b>	<b>Strategic Initiatives</b>	<b>Current Status</b>	<b>Recommended Strategic Actions</b>
		Annual highlights of Association activities are presented at AGM.	Achievements should be monitored respecting the strategic plan and published to members, and the content of the plan should accordingly be reviewed every three years.
1.3 Mentorship	Review and improve our approach to mentorship.	Reference manuals for mentorship have been developed as well as a tabular format for work experience diaries.  MIT's are required to identify and work with a mentor to document the required work experience.	Encourage members to undertake / identify themselves as mentors for Members-in-Training, perhaps via a check box questionnaire in the annual fee invoice package.  Provide training for members to act as mentors.  Organize the program to make it easier for MIT's to find mentors, perhaps using the recently issued Geo Can GIT program guide
1.4 Affinity Programs	Establish affinity programs that provide practical benefits to the members.	Engineers Canada affinity programs are now available to APGNS members.	Evaluate opportunities and communicate with the members.  Identify new opportunities and benefits for members
1.5 Peer and Community Recognition	Determine how best to recognize our members' achievements and contributions within the Association as well as in the community.	An awards committee has been established.  Awards for service and achievement have been established with a ceremony at the AGM.	Publicize member awards and achievements.  Look for other opportunities e.g. Young Geoscientist award  Develop a program to recognize volunteer contributions.  Identify less costly medium than newspaper ads to better manage advertising dollars and optimise affect

## 2.0 Strategic Priority: Licensure Awareness, Compliance & Enforcement

**Objectives: To build upon and strengthen membership base; to strive for registration of all practicing geoscientists (P.Geo); to promote high standards of professional practice**

<b>Strategic Area</b>	<b>Strategic Initiatives</b>	<b>Current Status</b>	<b>Recommended Strategic Actions</b>
2.1 Government/Association Relations	Develop enhanced relations with government with respect to licensure and regulatory matters.	<p>The Mining, Environment and Energy Committees have been established to interact with government agencies and monitor issues relating to geosciences practice.</p> <p>Contacts at the Director/Executive Director level have been established and continue to be maintained with Department of Environment and Department of Natural Resources and Nova Scotia Environment.</p>	The Association should continue and strengthen efforts to work with government regarding licensure compliance as well as standards and regulations.
2.2 University/Association Relations	Develop enhanced relations with universities with respect to licensure and the requirements for professional registration.	<p>The Association has adopted the CGSB Geoscience Knowledge and Experience Requirements for Professional Registration in Canada (2008).</p> <p>A Student Recruitment Committee and an Academic Advisory Committee have been established.</p> <p>Contact has been made with faculty and student representatives at NS universities.</p> <p>Letters have been sent to encourage universities to provide programs that meet the CGSB knowledge requirements and to make students aware of the requirements for professional registration.</p> <p>A student membership category has been established.</p> <p>The Association has supported the AUGC when held in NS.</p>	<p>The Association will continue to work with the CGSC.</p> <p>The student membership program and the benefits should be expanded.</p> <p>The Association should, through the Academic Advisory Committee, continue to work with universities regarding licensure compliance, standards and regulations.</p> <p>University professors should be encouraged to register to lead by example, be able to better explain requirements to students. and provide professional references to applicants.</p>

<b>Strategic Area</b>	<b>Strategic Initiatives</b>	<b>Current Status</b>	<b>Recommended Strategic Actions</b>
2.3 Licensure Awareness and Enforcement Strategies	<p>Develop and implement licensure awareness, compliance and enforcement strategies, including targeting individuals and organizations.</p> <p>Promote P.Geo designation requirement in job classification/advertisement.</p> <p>Influence regulations that will require that geoscience reports are submitted by P.Geos (note link to government/association relations strategic area).</p> <p>Identify “champions” or “ambassadors” to promote licensure awareness.</p>	<p>The Association has worked with Geoscientists Canada to develop licensure awareness materials specific to NS.</p> <p>The Association has adopted the national Framework for Assessment and Licensing of Professional Geoscience in Canada.</p> <p>The licensure awareness presentation has been and continues to be made to various groups.</p> <p>The Registrar continues to issue letters to unregistered individuals and companies that are involved in geoscience practice.</p> <p>A letter was sent to the Executive Director regarding licensure of NSDNR staff.</p> <p>NSDNR was approached regarding funding made available to non-registered out-of-province companies.</p> <p>The Registrar has notified unregistered individuals that they are practicing illegally and that they are not acceptable as professional references.</p> <p>The Registrar has notified employers that they should include a requirement for professional registration in employment postings.</p> <p>Committees have been established with expertise in specific geoscience sectors (e.g. mining, environment, and energy)</p> <p>Comments on various Acts and Regulations are submitted where relevant to professional practice by these committees</p>	<p>The Registrar will continue to contact unregistered individuals and companies regarding the requirements for compliance.</p> <p>The Association must be prepared and may take legal action (the GPA giving it authorization to do that) when individuals or companies refuse to register.</p>
2.4 Legal Position	<p>Review, revise the Geoscience Profession Act and the By-Laws of the Association; develop regulations, policies and procedures so the Association can continue to protect the public through the</p>	<p>The Association has hired legal counsel to revise the Act, Regulations and By-Laws and the revisions have been submitted to the Department of Justice.</p>	<p>Work with the Department of Justice representative on the Association’s Act and Regulations.</p>



<b>Strategic Area</b>	<b>Strategic Initiatives</b>	<b>Current Status</b>	<b>Recommended Strategic Actions</b>
	regulation of professional geoscience and registration of professional geoscientists (also see Governance).		
2.5 Other Regulatory Organization Relations	Focus on alignment of similar roles and responsibilities.	<p>APGNS Executive Council have attended Engineers Nova Scotia meetings.</p> <p>The Association has an informal process for review of such things, for example, as the requirements for “site professionals” under Nova Scotia regulations.</p>	<p>Continue collaboration with Engineers Nova Scotia and with other Regulatory Organizations.</p> <p>Be available to participate on boards of other Regulatory Organizations.</p>

### 3.0 Strategic Priority: Awareness of the Profession and the Association

**Objectives: To protect the public through the regulation of professional practice; to promote the Association, it's Members and the Profession to a broader audience**

<b>Strategic Area</b>	<b>Strategic Initiatives</b>	<b>Current Status</b>	<b>Recommended Strategic Actions</b>
3.1 External Communications	Develop communications strategies that profile the profession, our assets and leverage our recognition (note the link to the Licensure awareness theme).	<p>The Association has gone through rebranding to establish Geoscientists Nova Scotia</p> <p>A Communications Committee has been establishedA communications policy is being developed</p> <p>The Association website has been revamped</p> <p>The Registry of members and companies that have obtained a Certificate of Authorization are listed on the website</p> <p>The Association has developed licensure awareness and promotional materials and has participated at various relevant events and conferences (e.g. Geology Matters)</p> <p>The Association entered into MOU's with industry groups such as MANS and ESANS, which will provide opportunities and mechanisms for cooperation and cross-promotion</p> <p>The Association is well represented at Geoscientists Canada and our presence is known at Engineers Canada.</p>	<p>Members should be encouraged to become more involved in the Association.</p> <p>Continue to gain better recognition and cooperation from other regulatory organizations.</p>

<b>Strategic Area</b>	<b>Strategic Initiatives</b>	<b>Current Status</b>	<b>Recommended Strategic Actions</b>
3.2 Public Profile	<p>Identify representatives to speak on specific technical topics in targeted settings (note the link to the professional development strategic area).</p> <p>Participate in / promote / support the Earth Ring ceremony; promote involvement by members as a mentorship opportunity.</p> <p>Sponsoring a key organizations or event through direct involvement of members.</p> <p>Interact with media e.g. by offering to edit/review articles regarding Geoscience</p>	<p>The Earth Ring ceremony has received financial support from APGNS.</p> <p>Geoscientists Nova Scotia is represented at the Earth Ring Ceremony to provide a welcome message to the attendees.</p>	<p>Members should be encouraged to attend the Earth Ring Ceremony as an opportunity to network and mentor.</p> <p>Host a public ceremony/ dinner to acknowledge member's contributions and accomplishments. Invite their families, industry sponsors and government representatives (note link to peer and community recognition strategic area).</p> <p>Identify willing members and what key organizations or events may serve to improve Association profile.</p> <p>Identify what media or publications to involve and means to encourage compliance with communication policy</p> <p>Identify possible social media avenues to serve as a platform for announcements and information links to increase public exposure.</p>
3.3 Geoscience Education	<p>Create and grow national and provincial partnerships to increase geoscience content in curricula.</p>	<p>APGNS is a Constituent Association of Geoscientists Canada with representation on the CGSC.</p> <p>APGNS has participated in the development of a framework for Geoscience Professional Practice Guidelines.</p> <p>APGNS is represented on the NPPE Advisory Committee to monitor the examination questions and content.</p> <p>A joint venture project with DNR is being explored to acquire student rock kits</p>	<p>Identify ways to become involved with local schools to help promote education/awareness of Geoscience.</p> <p>Continue involvement with Techsploration and similar associations to promote Geoscience to youth.</p>

#### 4.0 Strategic Priority: Good Governance

**Objectives: For the Association to be more influential and strongly positioned as the regulator of the Geoscience profession in Nova Scotia**

<b>Strategic Area</b>	<b>Strategic Initiatives</b>	<b>Current Status</b>	<b>Recommended Strategic Actions</b>
4.1 Act, Regulations and By-laws	<p>Update the Act, regulations and by-laws (note link to licensure compliance and enforcement theme).</p> <p>When other professional legislation is updated or revised or proposed, APGNS should participate as a stakeholder to intervene or comment on the legislation, including recommendations for an exemption for geoscientists where appropriate.</p>	A Governance Committee has been established to assist in the review and revision of the Act and By-Laws, council has done the necessary revisions, and the documents are with the Department of Justice.	Maintain contact with the Department of Justice to monitor progress on the new Act and By-Laws making it to legislature.
4.2 Policies and Procedures	Review and update APGNS policies and procedures, adding to fill gaps as needed.	<p>Interim procedures have been developed for nominations, elections and complaints and discipline.</p> <p>Interim procedures have been developed for nominations and elections.</p> <p>Some procedures were defined as part of the revised Act and by-law. Others will be incorporated into newly developed regulations.</p>	Strive to keep policies and their documentation current and available for the Board and committee members.
4.3 Fiscal	<p>Establish financial goals.</p> <p>Establish funding support.</p> <p>Develop alternative revenue streams (e.g. via sponsorships and professional services to partners and clients).</p>	<p>Financial goals are reviewed and financial reports are audited by the Auditing Committee annually.</p> <p>Council has met with financial advisors regarding appropriate investment strategy/fiscal policy and has invested funds accordingly.</p> <p>A policy has been developed with respect to funding external</p>	Maintain financial goals and reports reviews as established.

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		<p>groups.</p> <p>Sponsorship requests for the AGM and other special projects (e.g. strategic planning) have been successful.</p>	
4.4 Succession Planning and Volunteer Support	<p>Do succession planning to promote continuity of governance efficiency and effectiveness.</p> <p>Review volunteer structure, and include mechanisms for recognition of volunteer support.</p> <p>Limit the legal vulnerability of volunteers, staff and the Association.</p>	<p>A policy / procedures manual has been developed for new councillors.</p> <p>Volunteers are eligible for service awards.</p> <p>Volunteers are awarded a certificate to acknowledge contributions.</p>	<p>Keep the new councillors manual current.</p> <p>Define procedure/schedule for meetings of Past Presidents.</p> <p>Find means to better motivate and encourage volunteer involvement in the Association activities.</p> <p>Contract an appropriate level of Directors &amp; Officers Errors and Omissions Liability insurance.</p>