



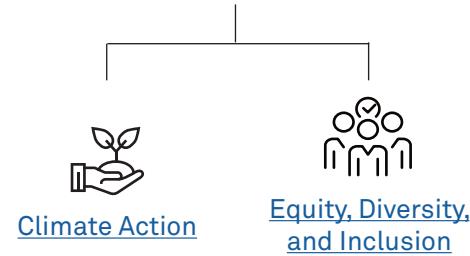
VISION

An Ontario in which architects are valued contributors to society, by creating a safe and healthy built environment that performs at the highest levels and elevates the human spirit.

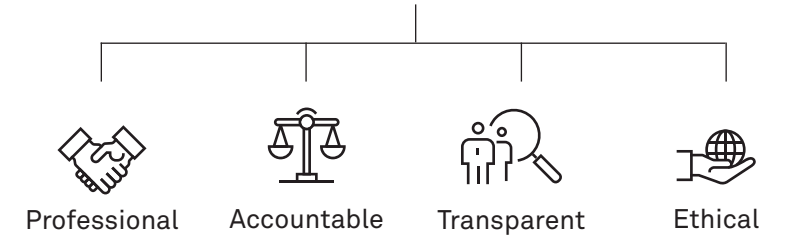
MANDATE

To regulate and govern the practice of architecture in Ontario in the service and protection of the public interest in accordance with the *Architects Act*, its Regulations, and Bylaws; to develop and uphold standards of skill, knowledge, qualification, practice, and professional ethics among architects; and to promote the appreciation of architecture within the broader society.

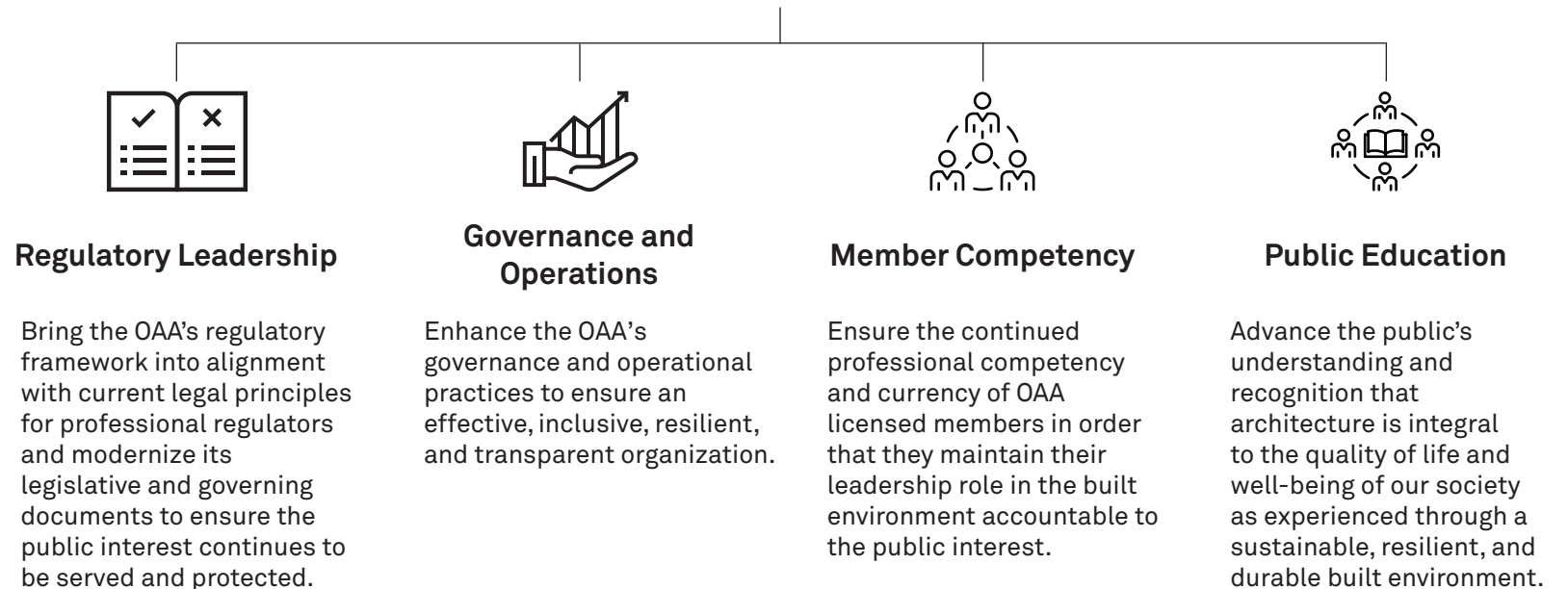
Themes



Values



Strategic Priorities





Regulatory Leadership

Governance and Operations

Member Competency

Public Education

Goal Statements

Bring the OAA's regulatory framework into alignment with current legal principles for professional regulators and modernize its legislative and governing documents to ensure the public interest continues to be served and protected.

Enhance the OAA's governance and operational practices to ensure an effective, inclusive, resilient, and transparent organization.

Ensure the continued professional competency and currency of OAA licensed members in order that they maintain their leadership role in the built environment accountable to the public interest.

Advance the public's understanding and recognition that architecture is integral to the quality of life and well-being of our society as experienced through a sustainable, resilient, and durable built environment.

Strategic Priorities

- Actively engage with government, legal counsel, and the Attorney General to advance the modernization of the *Architects Act* and its Regulation.
- Increase transparency, fairness, objectivity, and impartiality of OAA registration and regulatory processes.
- Continue to serve the public interest through ongoing enforcement activities and investigating breaches of the *Architects Act* and its Regulations.
- Continue to invest in programs and activities that contribute to and foster the diversity and perspective of new applicants to the architectural profession.

- Continue to implement the operational review recommendations, which include clearly defined roles for Council & staff, additional organizational policies and structures, enhanced IT and data management, enhanced risk management, continued investment in equity, diversity, and inclusion, and ensuring a safe workplace.
- Monitor OAA governance reforms and continue to update Council governance practices to align with best practices of professional regulators.
- Continue to develop, implement and monitor the futureproofing strategy for OAA internal resources to be agile and resilient.

- Administer the legislative requirements of mandatory continuing education through the established program framework.
- Anticipate and respond to current disruptions and trends in the industry (e.g. different project delivery methods, climate stability, accessibility, and technological advancements) as well as legislative changes (e.g. harmonization of building codes and accessibility) through various continuing education offerings.
- Provide information in a responsive manner to members that is relevant and timely regarding OAA education resources, as well as programs and services existing elsewhere that fall outside the purview of the OAA.

- Implement the Council approved Public Outreach Plan to educate the public about the role of architecture in creating the built environment and its impact on society.
- Continue education initiatives to foster a greater understanding of the OAA as a unique professional self-regulator.
- Leverage and support programs and services offered by other parties in the built environment to further the public appreciation of architecture and the allied arts.
- Continue education regarding best practices in project delivery that relate to regulatory responsibilities of OAA members and practices, inclusive of procurement, in order that the public interest may continue to be served and protected.

Metrics

- A strategy for modernizing the Act and Regulations has been created and implemented.
- The OAA's regulatory standards, policies, and procedures are current and consistent with the right-touch regulatory approach.
- The OAA continues to identify and correct regulatory misalignments.
- The OAA continues to be in compliance with the Office of the Fairness Commissioner and other government oversight bodies.
- There is a clearer understanding of the path to licensure and a greater connection with those on the path to licensure.
- The OAA's periodic Demographic Survey demonstrates a shift towards increased equity, diversity, and inclusion.

- The 39 Operational Review recommendations are implemented.
- Roles and responsibilities of OAA staff, committees, and Council are defined and documented.
- The OAA's risk assessment metrics are implemented.
- Staff retention remains high.
- Participation and representation in Council elections is improved.
- Best-practice gaps in governance relative to professional regulatory organization benchmarks have been identified, prioritized, implemented and measured

- Member competency and ethical practice continues to develop and is responsive relative to the industry and profession.
- The content of the OAA's educational offerings is focused on technical and legislative content that is current and relevant.
- Access to competency development-based education is diversified and equitable.
- Increased member use of the OAA webpages on learning opportunities outside of the OAA.
- Increased member use of the OAA webpages with the existing OAA Documents and resources as well as Practice Advisory Knowledge Base area.

- Members demonstrate a clear understanding of the role of the OAA as a regulator and of the extent to which it can promote the public appreciation of architecture.
- The OAA has developed and implemented a defined program of public education that responds to our mandate and that is sustainable over time.
- The number of times government and other partners/parties have invited the OAA to engage/inform on built environment issues in the public interest has increased.

Operational Procedures

Procedure Reference **OAA Council Meetings – Rules and Procedures**

Issue Date **November 29, 2023**

Revision Dates

Meetings of the Council of the Ontario Association of Architects (OAA) are conducted in accordance with Roberts Rules of Order which is included in the Councillor Orientation Manual, unless stipulated otherwise with the by-laws or as otherwise approved by OAA Council. The following operational procedures outline the rules and procedures for discussion, debate and motions within Council meetings:

- The maximum time for a Councillor's comments in debate on a motion is two minutes.
- The Chair shall keep a speakers' list of those wishing to speak to a specific item or motion; and
 - a) the speakers' list shall be built in the order that the Chair notes a Councillor's intention to speak by raising their hand; and
 - b) any Councillor having not spoken to an item/motion shall be given preference on the speakers' list over any Councillor who has already spoken.
- An original main motion may only be introduced at a meeting if it has been added under New Business to the agenda approved for that meeting. Otherwise all other motions are to be contained within the individual reports to Council, unless a motion for an item that is "*For Discussion*" has yet to be identified.
- An item *For Information Only* which no Council member indicates will be the subject of a question or an original main motion is considered to be dispensed upon approval of the agenda for that meeting.
- The meeting will move to a period of informal discussion immediately after a new item has been presented and a main motion on the item is introduced and any questions on the item have been put and answered, and
 - a) a period of informal discussion is defined as the opportunity to discuss an item with the motion on the floor; and
 - b) the Chair of the meeting when the item is introduced continues as the Chair during the period of informal discussion unless they choose to relinquish the Chair; and
 - c) in a period of informal discussion the regular rules of debate are suspended; and
 - d) a period of informal discussion ceases when the Chair notes that no additional members wish to speak to the item or when an incidental motion to return to the regular rules of debate passes with a majority; and
 - e) immediately upon leaving a period of informal discussion, Council will be asked to vote on the motion

f) if the presenter of the item moves no motion on the item then the item is considered dispensed unless an indication to introduce additional original main motions on the item is on the agenda, in which case each of these motions is presented in turn and debated as per the rules of formal debate.



ONTARIO ASSOCIATION OF ARCHITECTS
Council Meeting of March 5, 2026 at approx. 11:00 a.m.

Meeting # 304

OPEN MEETING AGENDA

Recognition of Traditional Lands

4 mins	1.0 AGENDA APPROVAL	
1 min	1.1 Declaration re. Conflict of Interest	
	2.0 APPROVAL OF MINUTES	
4 mins	2.1 Draft minutes of the January 22, 2025 Open Council Meeting <i>(see attached)</i>	
2 mins	3.0 BUSINESS ARISING FROM THE MINUTES	
	4.0 ITEMS FOR REVIEW AND APPROVAL	
10 mins	4.1 Report from the Finance and Audit Committee re. OAA Audit 2025 <i>(see attached)</i>	Finance & Audit Committee
2 mins	4.2 Honorary Membership Nomination <i>(oral)</i>	Executive Director
2 mins	4.3 Appointment of Interlocking Directors to the Pro-Demnity Board of Directors <i>(see attached)</i>	Executive Director
3 mins	4.4 Pro-Demnity Insurance Company – Appointment of Auditor and Actuary <i>(see attached)</i>	SVP & Treasurer
2 mins	4.5 Council Appointment to Province of Ontario Electoral District <i>(oral)</i>	Registrar
10 mins	4.6 Council Policy – Investment Policy and Engagement of Investment Manager <i>(see attached)</i>	Finance & Audit Committee
5 mins	4.7 OAA Document Maintenance – Updates to Practice Tip PT.12 Residential Clients (Small Projects) <i>(see attached)</i>	VP Schuhmann
	5.0 ITEMS FOR DISCUSSION	
	6.0 REPORTS	
1 min	6.1 Report from the President – Activities for the months of January-March <i>(see attached)</i>	President
1 min	6.2 Report from the Executive Director <i>(see attached)</i>	Executive Director
1 min	6.3 Report from the Registrar <i>(see attached)</i>	Registrar
1 min	6.4 Report from the Senior Vice President and Treasurer <i>(oral)</i>	SVP & Treasurer
	6.5 Committee Reports	Committee Chairs
1 min	6.5.a Communications & Public Education Committee – Update <i>(see attached)</i>	VP Spiegel
1 min	6.5.b Governance & HR Committee - Update <i>(see attached)</i>	SVP & Treasurer
1 min	6.5.c OAA Building Committee- Update and Report re. OAA Landscape Project <i>(see attached)</i>	VP Yeung
1 min	6.5.d Practice Resource Committee (PRC) – Update <i>(see attached)</i>	VP Schuhmann

Open Council Agenda

1 min 6.5.e Policy Advisory Consultation Team (PACT) – Update (*see attached*)

VP Vilardi

7.0 ITEMS FOR INFORMATION

Nil 7.1 Society Annual Reports (*see attached*)

10 mins 7.2 Deputation to Council from member, R. Kustou (*see attached – deputation at 2:00 pm*)

8.0 OTHER BUSINESS

9.0 DATE OF NEXT MEETING

9.1 The next regular meeting of Council is Tuesday May 12, 2026 at 8:30 a.m. at the Delta Hotels by Marriott Waterloo, Silver Lake B Room, Waterloo, Ontario.

10.0 ADJOURNMENT

Ontario Association of Architects

Meeting #303 Open

MINUTES

January 22, 2026

The three hundred and third meeting of the Council of the Ontario Association of Architects, held under the *Architects Act*, took place on Friday November 28, 2025 at the OAA Headquarters, 111 Moatfield Drive, Toronto, Ontario and virtually via Zoom.

Present:	Ted Wilson	President
	Lara McKendrick	Senior Vice President and Treasurer
	Settimo Vilardi	Immediate Past President
	Susan Speigel	Vice President
	Thomas Yeung	Vice President
	Loloa Alkasawat	Councillor
	Donald Ardiel	Councillor
	J. William Birdsell	Councillor
	Jim Butticci	Lieutenant Governor in Council Appointee
	Andrew Chau	Councillor
	Natasha Krickhan	Councillor
	Jenny Lafrance	Councillor
	Michelle Longlade	Lieutenant Governor in Council Appointee (<i>virtual</i>)
	Elaine Mintz	Lieutenant Governor in Council Appointee
	Angela Panacci	Lieutenant Governor in Council Appointee
	Anna Richter	Councillor
	Nicola Russo	Councillor
	Kristiana Schuhmann	Councillor
	Ted Watson	Councillor (<i>virtual – part attendance</i>)
	Kristi Doyle	Executive Director
	Christie Mills	Registrar
	Tina Carfa	Executive Assistant, Executive Services
Regrets:	Kimberly Fawcett-Smith	Lieutenant Governor in Council Appointee
	Deo Paquette	Councillor

Guests: None

The President called the meeting to order at 11:25 a.m.

The President noted that a land acknowledgement and recognition of the Indigenous land and its people is being shared with Council titled "[Indigenous Guardians – Caring for the Land](#)".

The President welcomed staff and members in attendance at the meeting. The President welcomed new members of Council, Andrew Chau, Angela Panacci and Nicola Russo to their first meeting of Council. Welcomed back by the President for another term on Council were Loloa Alkasawat, Natasha Krickhan, Settimo Vilardi, and Thomas Yeung.

DECLARATION RE CONFLICT OF INTEREST

The President called for declaration of any conflicts of interest.

No conflicts of interest were declared.

AGENDA APPROVAL

10013. The President reported that there were no new items to be added to the agenda.

It was moved by Birdsell and seconded by Butticci that the agenda for the January 22, 2026 open meeting be approved as circulated.

-- CARRIED

APPROVAL OF MINUTES

10014. *Reference Material Reviewed:* Draft minutes of the November 28, 2025 Open Council meeting.

The draft minutes of the November 28, 2025 Open Council meeting were reviewed.

It was moved by Mintz and seconded by Vilardi that the minutes of the November 28, 2025 Open Council meeting be approved as circulated.

-- CARRIED

BUSINESS ARISING FROM THE MINUTES

10015. There was no business arising from the minutes.

ITEMS FOR REVIEW AND APPROVAL

10016. Election of Officers (*oral*)

The Registrar conducted the Election of Officers. The Registrar introduced two staff as scrutineers: Administrator, Licence and Registration, Camelia Bostan and Executive Assistant, Executive Services, Tina Carfa for Council's confirmation.

The scrutineers for the election were confirmed by Council.

The Registrar reported that the following members of Council were nominated to stand for election as President: Natasha Krickhan and Lara McKendrick.

The candidates for President each made a brief address to Council.

The Registrar conducted the election for President.

Ballots were circulated.

The Registrar announced that Lara McKendrick received the majority of votes and as such announced that she had been elected to the position of President.

The Registrar asked Krickhan if she wished to roll down to stand for election to the position of Senior Vice President and Treasurer. Krickhan accepted.

The Registrar announced that Natasha Krickhan and Anna Richter were nominated to stand for election as Senior Vice President and Treasurer.

The candidates for Senior Vice President and Treasurer each made a brief address to Council.

The Registrar conducted the election for Senior Vice President and Treasurer.

Ballots were circulated.

The Registrar announced that Anna Richter received the majority of votes and as such announced that she had been elected to the position of Senior Vice President and Treasurer.

The Registrar asked Krickhan if she wished to roll down to stand for election to the position of Vice President. Krickhan declined.

The Registrar announced that the following members of Council were nominated to stand for election as Vice President: Loloa Alkasawat, Kristiana Schuhmann, Susan Speigel, Settimo Vilardi, and Thomas Yeung.

The candidates for Vice President each made a brief address to Council.

The Registrar conducted the election for Vice President.

Ballots were circulated.

The Registrar announced that Schuhmann, Speigel, and Vilardi received the highest number of votes and as such announced that they had been elected to the position of Vice President

The Registrar and Council congratulated the members of Executive for 2026.

Bostan left the meeting at 12:15 p.m.

The President presented the presidential medal to the new President for 2026.

The new President for 2026 presented the President with a commemorative medal.

McKendrick would officially assume office as President following the Council meeting.

10017. Appointment to the Audit and Finance Committee (*oral*)

The report was reviewed by Council

It was moved by McKendrick and seconded by Butticci that architect, Walter Derhak be appointed to the OAA Finance and Audit Committee for a two-year term effective January 22, 2026.

-- CARRIED

10018. Council Appointment to Northern Ontario Electoral District (*oral*)

The report was reviewed by Council.

It was moved by Speigel and seconded by Birdsell that Council approve the appointment of Maxine Blais to the Northern Electoral District Council seat and deemed to be an elected member of Council and shall hold office for the unexpired portion of the term of the member whose office they are appointed to fill.

-- CARRIED

10019. *Reference Materials Reviewed:* Memorandum from Vice President and Chair of the Practice Resource Committee (PRC), Thomas Yeung dated January 13, 2026 re. OAA Document Maintenance – Updates to Practice Tip PT.12 and attached supporting documentation. **(APPENDIX 'A')**

Vice President Yeung reported that further refinements to the Practice Tip are being undertaken based on feedback received from Councillors. Approval of the final Practice Tip was deferred to the March Council meeting.

ITEMS FOR DISCUSSION

10020. There were no items for discussion.

Council broke for lunch at 12:30 p.m. and resumed at 1:00 p.m.

EXECUTIVE COMMITTEE REPORTS

10021. *Reference Material Reviewed:* President's Activities for the months of November 2025 to January 2026. **(APPENDIX 'B')**

The report was noted for information.

10022. *Reference Material Reviewed:* Report from Executive Director, Kristi Doyle dated January 13, 2026 re. Executive Director Report to Council and attached background information. **(APPENDIX 'C')**

A member of Council enquired with respect to the Mutual Recognition Agreement (MRA) and the differences being incorporated.

The Executive Director responded that the mutual recognition agreement between Canada and the European Union was completed a number of years ago and approved by the ROAC member jurisdictions, however, implementation was on hold as approval from the federal government is required as an annex to the CETA agreement. It is acknowledged that there are differences in the requirements for licensure and practice in each of the EU countries. This has been taken into account in terms of the base requirement for eligibility under the MRA for EU architects. In addition, there is a requirement for EU architects to complete the course 'Practice of Architecture in Canada' which was established to meet the requirements.

The MRA is being signed off by the Ordre des architectes du Quebec (OAQ) who will serve as secretariat to the intake of applications.

The report was noted for information.

10023. *Reference Material Reviewed:* Memorandum from Registrar, Christie Mills re. Office of the Registrar Statistical Report to Council – 2025 Year End Review. **(APPENDIX 'D')**

A member of Council expressed their appreciation, in particular Councillor Ardiel for the work undertaken by the Experience Requirements Committee (ERC).

It was noted by the Registrar that the schedule of applications to the Registration Committee remains unchanged and is pending the results of the appeal.

The report was noted for information.

10024. *Reference Material Reviewed:* Memorandum from the Communications and Public Education Committee (CPEC) dated January 6, 2026 re. General Update from the Communications and Public Education Committee (CPEC). **(APPENDIX 'E')**

The report was noted for information.

10025. *Reference Material Reviewed:* Memorandum from Governance Committee dated January 11, 2026 re. Update from OAA Governance & HR Committee. **(APPENDIX 'F')**

The report was noted for information.

10026. *Reference Material Reviewed:* Memorandum from the OAA Building Committee dated January 11, 2026 re. Update from the OAA Building Committee. **(APPENDIX 'G')**

The report was noted for information.

10027. Practice Resource Committee (PRC) – Update (*oral*)

Vice President Yeung reported.

The report was noted for information.

10028. *Reference Material Reviewed:* Memorandum from Immediate Past President and Chair, Settimo Vilardi dated December 18, 2025 re. Update on the Policy Advisory Coordination Team's (PACT) work. **(APPENDIX 'H')**

The report was noted for information.

ITEMS FOR INFORMATION

10029. *Reference Material Reviewed:* Memorandum from Communications Manager, Erik Missio dated January 7, 2026 re. June-December 2025 Operational Plan Update: Communications. **(APPENDIX 'I')**

The Executive Director noted that the semi-annual updates from the team leads provide an in depth overview of the activities over the past six months. It may be noted that the reports demonstrate overlaps and excellent coordination between the service areas.

It was suggested by a Councillor that the Regulatory Notices be posted on the website and the need to login be eliminated.

The report was noted for information.

10030. *Reference Material Reviewed:* Memorandum from Deputy Registrar, Claire Hepburn dated January 5, 2026 re. Annual Update – Continuing Education Service Area. **(APPENDIX 'J')**

The report was noted for information.

10031. *Reference Material Reviewed:* Memorandum from Manager, Finance, Melanie Walsh dated January 6, 2026 re. Year-end Operational Plan Update. **(APPENDIX 'K')**

The report was noted for information.

10032. *Reference Material Reviewed:* Memorandum from Chief Operating Officer, Kathy Armbrust dated December 15, 2025 re. Semi-Annual Update from Operations and Human Resources. **(APPENDIX 'L')**

The report was noted for information.

10033. *Reference Material Reviewed:* Memorandum from Information Technology Manager, Abhishek Chaudhary dated January 13, 2026 re. Information Technology Service Area – 2025 End-of-year Report. **(APPENDIX 'M')**

The report was noted for information.

10034. *Reference Material Reviewed:* Memorandum from Manager, Policy and Government Relations, Sara Trotta dated December 18, 2025 re. Year End Operational Work Plan Update – Policy and Government Relations. **(APPENDIX 'N')**

The report was noted for information.

10035. *Reference Material Reviewed:* Memorandum from Manager, Practice Advisory Services (PAS), Mélisa Audet dated January 13, 2026 re. OAA Service Area Semi-Annual Updates – Practice Advisory Services. **(APPENDIX ‘O’)**

The report was noted for information.

10036. *Reference Material Reviewed:* Memorandum from Manager, Finance, Melanie Walsh dated January 8, 2026 re. Conference 2026 Update. **(APPENDIX ‘P’)**

The report was noted for information.

OTHER BUSINESS

10037. There was no other business.

DATE OF NEXT MEETING

10038. The next regular meeting of Council is Thursday March 5, 2026 at 9:30 a.m. at the OAA Headquarters, 111 Moatfield Drive, Toronto, Ontario.

ADJOURNMENT

10039. **It was moved by Alkasawat and seconded by Mintz that the meeting be adjourned at 1:40 p.m.**

-- CARRIED UNANIMOUSLY

President

Date

Memorandum

FOR COUNCIL MEETING
March 5, 2026
(open)
ITEM: 4.1

To: Council

Lara Mckendrik	Loloa Alkasawat
Donald Ardiel	J. William Birdsell
Maxine Blais	Jim Butticci
Andrew Chau	Kimberly Fawcett-Smith
Natasha Krickhan	Jenny Lafrance
Michelle Longlade	Elaine Mintz
Angela Panacci	Anna Richter
Nicola Russo	Kristiana Schuhmann
Susan Speigel	Settimo Vilardi
Edward (Ted) Watson	Thomas Yeung

From: Finance & Audit Committee

Anna Richter, Senior Vice President & Treasurer, Chair
Jim Butticci, LGIC Appointee
Walter Derhak, Member at Large
Lara McKendrick, President

Date: February 20, 2026

Subject: Audited Financial Statements as at November 30, 2025

Objective: To present the 2025 OAA audited financial statements to Council for approval.

Attached is a copy of OAA Draft Financial Statements for the fiscal year ended November 30, 2025.

The draft audited financial statements were reviewed by the Finance & Audit Committee on February 18, 2026. The OAA's auditors, BDO LLP, indicated that, *"In our opinion, the accompanying non-consolidated financial statements present fairly, in all material respects, the non-consolidated financial position of the Association as at November 30, 2025, and its nonconsolidated results of operations and its non-consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations."*

After review of the audited statements as presented by the Auditors, the Committee is recommending that Council approve the 2025 Audited Financial Statements.

Updates to Financial Statements

In response to feedback regarding the line items used within the OAA's existing Audited Financial Statements, the Finance & Audit Committee along with senior management

reviewed options to improve the statements to increase transparency, clarity, accessibility and understanding. Research was conducted into what other organizations include on their statements, as well as industry best practices and financial reporting standards. The updated categories were also discussed with the OAA's auditors.

The chart below demonstrates the change from the 2024 statements (existing) to the new updated statements which have been used for the 2025 audit.

Existing Financial Statements	Updated Financial Statements
REVENUE	Revenue
Annual Membership Fees	Annual membership dues
Other annual fees and related revenue	Conference
Conference and annual meeting	Investment income
Investment income	Continuing Education
Continuing Education	Net examination for Architects in Canada (ExAC) fees
Net Examination for Architects in Canada (ExAC) fees	Sale of documents, publications and classifieds
Sales of publications and other classified income	Pro-Demnity Insurance
Practice management course (<i>moved under Continuing Education</i>)	Other annual fees and revenue
Rental and other income from Pro-Demnity Insurance	
Building rental income (<i>moved under Other annual fees and revenue</i>)	
Expenses	Expenses
Salaries and benefits	Salaries and benefits
Direct Program	Governance and council
Building, office services and operating	Regulatory roles & responsibilities
Legal Fees	Administration and operations
	Member programs
	Communications and outreach
	Building
	Legal fees

Additional transparency and clarity has also been provided through changes to the *Non-Consolidated Schedule of Expenses* on page 17 of the *Ontario Association of Architects 2025 Audited Financial Statements - Draft*.

Financial Statement Summary

For Council's information, specific line items are summarized on the *Statement of Financial Position and Statement of Operations*, pages 4 and 5 of the Financial Statements. A more detailed breakdown of expenditure is summarized on the *Schedule of Expenses*, page 17.

The following items are of note:

- **Accounts Receivable** shows a decrease of \$235,374, which is related to 2024 investments in GIC's that came due that year and not rolled over in 2025. The OAA only held funds in a Premium Investment Account in 2025 which offered a higher rate of return.

- There has been an increase in total **Members Equity** for 2025 of \$14,181,655 - 89% of this is related to the increased investment in Pro-Demnity Insurance Company.
- **Actual Revenue** increased by \$227,000, primarily related to an increase in membership.
- The change related to **Governance and Council** costs are associated with Registration Committee hearing costs which were not realized in 2025.
- **Member Programs** is lower by \$214,000, which is largely due to the decrease in Conference expenses .
- Under **Other Items** there is \$130,000 accrued for Legal Contingency related to the sanctions ordered against the OAA related to the contempt of court decision which have been 'stayed' pending the appeal.

The gross surplus before Pro-Demnity and extraordinary items is \$1,200,068. The net surplus after Pro-Demnity and extraordinary items is \$12,678,226.

Statement of Financial Position

Total Members' Equity is sitting at \$84,680,890 -- of this amount \$68,525,232 is related to OAA's investment in Pro-Demnity.

The remainder of the members' equity is made up of the three dedicated reserve funds, the increased value of capital assets and the unrestricted accumulated surplus.

After the 2025 approved contributions to the reserve funds were recorded the Restricted Reserves are shown on the *Statement of Financial Position* as follows:

Building/Major Capital Reserve	\$2,636,209
Operating Reserve	\$2,959,375
Legal Reserve	\$ 285,500

The amount of \$3,017,727 on the *Statement of Financial Position* represents unrestricted members' equity, which can be made available as an additional contingency to offset shortfalls resulting from unbudgeted expenditures or unanticipated revenue fluctuations. The OAA's combined reserves at year-end are 105% of the operating expenses for 2025. It is generally accepted that not-for-profit organizations such as the OAA may accumulate unrestricted surplus funds for operating purposes up to the equivalent of two year's operating expenses without jeopardizing their not-for-profit status. Additional reserve funds may also be held where appropriate policies outlining the function of the funds are in place. The OAA's 3-Year Reserve Fund Allocation Plan, along with the existing Reserve Fund Policies, provides adequate reasoning for the funding

levels for each Reserve Fund, and are within the lower range of the Canadian Revenue Agency's thresholds.

Total Members' Equity reflects the cumulative results of the years of operation of the OAA. At the end of each fiscal year, the net surplus or deficit is added to the Members' Equity account via journal entry. This entry takes into consideration such items as depreciation on the building, computers and equipment, as well as accruals for that year and prior year expenses.

Reappointment of BDO as Auditor

Council will recall that the following motion was passed at the March 2025 meeting:

It was moved by McKendrick and seconded by Richter that Council approve the reappointment of BDO for a two-year term as presented to Council on March 5, 2025, subject to approval by the membership at the appropriate AGM.

2025 represented the OAA's second audit cycle with BDO, however the first year of the above noted two-year term.

The Finance & Audit Committee and Management's experience with the BDO team through the 2025 audit has been very positive. In addition, BDO continues to demonstrate the following:

- professional fees fall in line with general market value,
- provides a positive experience and considered to be thorough for administrative staff, senior management and the Finance & Audit Committee, and,
- has a good understanding of the OAA as an organization and arranged for an audit team specifically dedicated to the OAA audit.

With the above in mind, the Finance & Audit Committee has no concerns with completing the final year of the 2-year term with BDO for auditing services for 2026.

Further information for Council

Attached are three PPT slides provided by BDO which are being shared with Council for interest -- *Recommended Resources related to new financial topics, Spotlight on not-for-profits, and Spotlight on Artificial Intelligence.*

Action

It was moved by Richter and seconded by Butticci that Council approve the 2025 OAA audited financial statements as presented to Council on March 5, 2026

Attachments

Ontario Association of Architects 2025 Audited Financial Statements - Draft

BDO Link's for Information

Ontario Association of Architects
Non-consolidated Financial Statements
For the year ended November 30, 2025

FOR DISCUSSION PURPOSES ONLY

Ontario Association of Architects
Non-consolidated Financial Statements
For the year ended November 30, 2025

	Contents
Independent Auditor's Report	2 - 3
Non-consolidated Financial Statements	
Non-consolidated Statement of Financial Position	4
Non-consolidated Statement of Operations	5
Non-consolidated Statement of Changes in Members' Equity	6
Non-consolidated Statement of Cash Flows	7
Notes to Non-consolidated Financial Statements	8 - 16
Non-consolidated Schedule of Expenses	17

Independent Auditors' Report

To the Members of Ontario Association of Architects

We have audited the non-consolidated financial statements of Ontario Association of Architects (the "Association") which comprise of the non-consolidated statement of financial position as at November 30, 2025, and the non-consolidated statements of operations, non-consolidated statement of changes in members' equity and non-consolidated cash flows for the year then ended, and notes to the non-consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying non-consolidated financial statements present fairly, in all material respects, the non-consolidated financial position of the Association as at November 30, 2025, and its non-consolidated results of operations and its non-consolidated cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the non-consolidated Financial Statements* section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Non-consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these non-consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations and for such internal control as management determines is necessary to enable the preparation of non-consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the non-consolidated financial statements, management is responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Association or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Association's financial reporting process.

Auditor's Responsibilities for the Audit of the Non-consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the non-consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these non-consolidated financial statements.

Independent Auditors' Report (Continued)

Auditor's Responsibilities for the Audit of the Non-consolidated Financial Statements (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the non-consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the non-consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the non-consolidated financial statements, including the disclosures, and whether the non-consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the Association audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Association as a basis for forming an opinion on the Association financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the Association audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants
Oakville, Ontario
REPORT DATE

**Ontario Association of Architects
Non-consolidated Statement of Financial Position**

November 30	2025	2024
Assets		
Current		
Cash	\$ 417,308	\$ 272,916
Short-term deposits (Note 2)	9,994,249	8,587,581
Accounts receivable (Note 3)	102,006	337,380
Receivable from Committee for the Examination for Architects in Canada (CExAC) (Note 6)	325,235	325,212
Inventories	7,793	12,610
Prepaid expenses	251,636	125,306
	<u>11,098,227</u>	9,661,005
Capital assets (Note 4)	10,971,918	10,905,751
Invested in Pro-Demnity Insurance Company (Note 5)	68,525,232	55,846,966
	<u>\$ 90,595,377</u>	\$ 76,413,722
Liabilities and Members' Equity		
Current		
Accounts payable and accrued liabilities	\$ 370,975	\$ 280,148
Payable to Committee for the Examination for Architects in Canada (CExAC) (Note 6)	800,779	653,569
Deferred revenue	1,027,662	768,548
Demand loan (Note 7)	3,715,071	3,908,901
	<u>5,914,487</u>	5,611,166
Members' equity		
Pro-Demnity Insurance Company	68,525,232	55,846,966
Major capital reserve	2,636,209	1,576,226
Operating reserve	2,959,375	2,158,751
Legal reserve	285,500	285,500
Capital asset	7,256,847	6,996,850
Unrestricted	3,017,727	3,938,263
	<u>84,680,890</u>	70,802,556
	<u>\$ 90,595,377</u>	\$ 76,413,722

Approved on behalf of the Board:

_____ Director

_____ Director

The accompanying notes and schedule are an integral part of these non-consolidated financial statements.

Ontario Association of Architects Non-consolidated Statement of Operations

For the year ended November 30	2025	2024
Revenue		
Annual membership dues	\$ 8,331,242	\$ 8,016,374
Conference	706,028	721,520
Investment income	378,404	556,948
Net examination for Architects in Canada (ExAC) fees (Note 6)	120,200	134,456
Continuing education	86,171	167,846
Sales of documents, publications, and classifieds	42,313	54,217
Other annual fees and revenue	22,835	38,319
	9,687,193	9,689,680
Expenses (Schedule)		
Salaries and benefits	4,305,903	4,209,947
Governance and council	453,502	494,266
Regulatory roles and responsibilities	234,171	396,554
Administration and operations	539,900	580,211
Member programs	1,216,426	1,430,594
Communication and outreach	211,370	314,784
Building	1,197,150	1,100,536
Legal fees	198,703	236,315
	8,357,125	8,763,207
Excess of revenue over expenses before other items	1,330,068	926,473
Other items		
Legal claim recovery (contingency) (Note 8)	(130,000)	303,769
Investment income from Pro-Demnity Insurance Company (Note 5)	12,678,266	10,392,000
Excess of revenue over expenditures	\$ 13,878,334	\$ 11,622,242

The accompanying notes and schedule are an integral part of these non-consolidated financial statements.

Ontario Association of Architects
Non-consolidated Statement of Changes in Members' Equity

For the year ended November 30

	Legal reserve (internally restricted)	Pro-Demnity Insurance Company (internally restricted) (Note 5)	Major Capital reserve (internally restricted)	Operating reserve (internally restricted)	Capital Assets	Unrestricted	Total 2025	Total 2024
Balance, beginning of year	\$ 285,500	\$ 55,846,966	\$ 1,576,226	\$ 2,158,751	\$ 6,996,850	\$ 3,938,263	\$ 70,802,556	\$ 59,180,314
Excess (deficiency) of revenue over expenses	-	12,678,266	-	-	(727,040)	1,927,108	13,878,334	11,622,242
Purchase of capital assets	-	-	(225,353)	-	793,207	(567,854)	-	-
Repayment of demand loan	-	-	-	-	193,830	(193,830)	-	-
Interfund transfers (Note 11)	-	-	1,285,336	800,624	-	(2,085,960)	-	-
Balance, end of year	\$ 285,500	\$ 68,525,232	\$ 2,636,209	\$ 2,959,375	\$ 7,256,847	\$ 3,017,727	\$ 84,680,890	\$ 70,802,556

The accompanying summary of significant accounting policies and notes are an integral part of these financial statements.

Ontario Association of Architects Non-consolidated Statement of Cash Flows

For the year ended November 30 **2025** **2024**

Cash provided by (used in)

Operating activities

Excess of revenue over expenses for the year	\$ 13,878,334	\$ 11,622,242
Adjustments to reconcile excess of revenue over expenditures to net cash provided by operating activities		
Amortization	727,040	699,765
Investment income from Pro-Demnity Insurance Company (Note 5)	<u>(12,678,266)</u>	<u>(10,392,000)</u>
	1,927,108	1,930,007

Changes in non-cash working capital

Accounts receivable	235,374	(37,407)
Receivable from CExAC	(23)	(53,952)
Inventories	4,817	(583)
Prepaid expenses	(126,330)	272,629
Accounts payable and accrued liabilities	90,827	(360,318)
Payable to CExAC	147,210	(93,047)
Deferred revenue	<u>259,114</u>	<u>54,839</u>
	610,989	(217,839)

2,538,097 **1,712,168**

Investing activities

Purchase of short-term deposits	(6,047,347)	(7,962,883)
Proceeds on disposal of short-term deposits	4,640,679	7,000,000
Purchase of capital assets	<u>(793,207)</u>	<u>(527,157)</u>
	(2,199,875)	(1,490,040)

Financing activity

Repayment of demand loan	(193,830)	(193,829)
--------------------------	-----------	-----------

Increase in cash during the year

144,392 **28,299**

Cash, beginning of year

272,916 **244,617**

Cash, end of year

\$ 417,308 **\$ 272,916**

The accompanying notes and schedule are an integral part of these non-consolidated financial statements.

Ontario Association of Architects

Notes to Non-consolidated Financial Statements

November 30, 2025

1. Significant Account Policies

Nature of Operations

Ontario Association of Architects (the "Association" or "OAA") regulates the practice of architecture and governs its members in accordance with the Architects Act. The Association is a non-profit organization under the Income Tax Act and is therefore not subject to either federal or provincial income taxes.

Basis of Accounting

The non-consolidated financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").

Revenue recognition

The Association uses the deferral method for contributions. Annual membership and other annual fees are recognized as revenue over the applicable period, with deferred revenue representing fees received in advance.

Income from conferences and annual meeting, admission course fees, and classifieds income are recognized when services are provided. Fees for continuing education, examinations, and courses are recorded at the time of delivery. Publication sales are recognized upon delivery of goods.

Investment income from short-term deposits is recorded in the year earned.

Investment in Pro-Demnity Insurance Company

The Association owns 100% of the common shares and controls Pro-Demnity Insurance Company ("Pro-Demnity" or the "Company"), a profit-oriented enterprise. The Association accounts for the investment using the equity method whereby the initial investment is recorded at cost and is subsequently adjusted to reflect the Association's pro-rata share of post-acquisition earnings, changes in accounting policies, and capital transactions of Pro-Demnity. Distributions received from Pro-Demnity would reduce the carrying value of the investment. Details of the investment in Pro-Demnity are disclosed in Note 5.

Use of estimates

The preparation of non-consolidated financial statements in conformity with ASNPO requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the non-consolidated financial statements and the reported amounts of revenue and expenses during the year. Management determines these estimates based on assumptions that reflect the most probable set of economic conditions and planned courses of action. Actual results could differ from these estimates. These estimates are reviewed periodically and adjustments are made to excess of revenue over expenditures as appropriate in the year they become known.

The investment in Pro-Demnity and net income from OAA's investment in Pro-Demnity Insurance Company are subject to significant management estimate as a result of Pro-Demnity's provision for unpaid claims. There are several sources of uncertainty that are considered by Pro-Demnity in estimating the amount that will ultimately be paid on these claims. Changes in the estimate of the provision can be caused by receipt of additional claim information, changes in judicial interpretation of contracts, or significant changes in the severity or frequency of claims from historical trends.

Other items subject to significant management estimates include useful life of capital assets.

Ontario Association of Architects

Notes to Non-consolidated Financial Statements

November 30, 2025

1. Significant Accounting Policies (Continued)

Financial instruments held by the Association

Financial Instruments are recorded at fair value at initial recognition.

In subsequent periods, equities traded in an active market and derivatives are reported at fair value, with any change in fair value reported in income. All other financial instruments are reported at cost or amortized cost less impairment. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items measured at fair value and charged to the financial instrument for those measured at amortized cost.

Financial assets are tested for impairment when indicators of impairment exist. When a significant change in the expected timing or amount of the future cash flows of the financial asset is identified, the carrying amount of the financial asset is reduced and the amount of the write-down is recognized in net income. A previously recognized impairment loss may be reversed to the extent of the improvement, provided it is not greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously, and the amount of the reversal is recognized in net income.

Inventories

Inventories are recorded at the lower of cost and net realizable value and are relieved on a first-in, first-out basis. Net realizable value is defined as the estimated selling price in the ordinary course of business, less estimated costs to sell. Cost consisted of the purchase price.

Capital Assets

Capital assets are recorded at cost less amortization. Amortization is recorded on a straight-line basis over the estimated useful lives of the assets at the following rates:

Building	40 years
Building additions	10-20 years
Furniture and equipment	10 years
Computer equipment	3-8 years
Website and database costs	5 years

Members' equity

The Association's Council can internally restrict members' equity to be held for specific purposes. These internally restricted amounts are not available for other purposes without the approval of Council Members' equity comprises:

(a) Invested in Pro-Demnity Insurance Company

Members' equity in Pro-Demnity represents the Association's investment in Pro-Demnity accounted for using the equity method.

(b) Invested in major capital reserve

The major capital reserve represents amounts internally restricted by Council for major capital maintenance, repair or replacement that cannot be otherwise funded in a single budget year through the OAA's existing annual operating budget.

(c) Invested in operating reserve

The operating reserve fund represents amounts internally restricted by Council to ensure the stability of ongoing operations of the Association.

Ontario Association of Architects Notes to Non-consolidated Financial Statements

November 30, 2025

1. Significant Accounting Policies (Continued)

Members' equity (continued)

(d) Invested in legal reserve

The legal reserve fund represents amounts internally restricted by Council to provide a source of sustained funding for the legal costs related to Discipline and Act Enforcement that cannot be otherwise funded in a single budget year through the OAA's existing annual budget.

(e) Invested in capital assets

Members' equity invested in property and equipment represents the net book value of property and equipment less any indebtedness thereon.

(f) Unrestricted

Unrestricted members' equity represents the net resources of the Association not internally restricted.

Donated services

The Association benefits from the voluntary services of many members. Since their services are not normally purchased by the Association and because of the difficulty of determining their fair value, donated services are not recognized in these statements.

2. Short-term Deposits

Short-term deposits consist of a high interest savings account (2024 - high interest savings account and a guaranteed investment certificate). The guaranteed investment certificate in the prior year had an annual interest of 4.55% and matured on March 5, 2025.

3. Accounts Receivable

	<u>2025</u>	<u>2024</u>
GST/HST	\$ 86,098	\$ 60,410
Miscellaneous receivables	15,908	108,762
Accrued interest	-	168,208
	<u>\$ 102,006</u>	<u>\$ 337,380</u>

Ontario Association of Architects Notes to Non-consolidated Financial Statements

November 30, 2025

4. Property and Equipment

	2025		2024	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	\$ 470,000	\$ -	\$ 470,000	\$ 470,000
Building	10,939,466	2,908,090	8,031,376	8,305,100
Building additions	1,789,008	753,468	1,035,540	911,674
Furniture and fixtures	487,388	277,041	210,347	225,125
Computer equipment	2,020,421	875,457	1,144,964	920,814
Website and database costs	168,663	88,972	79,691	73,038
	\$ 15,874,946	\$ 4,903,028	\$ 10,971,918	\$ 10,905,751

5. Pro-Demnity Insurance Company

Pro-Demnity Insurance Company ("Pro-Demnity") was incorporated under the laws of Ontario August 9, 2002. The Company is an insurer dedicated to the underwriting of architects' liability coverages. The Company is licensed in Ontario and the Company's registered head office is 150 Bloor Street East, Suite 1001, Toronto, Ontario.

The Association owns 100% of the common shares and controls Pro-Demnity, a profit-oriented enterprise. The Association accounts for the investment using the equity method. Pro-Demnity maintains its books and records, and prepares its stand-alone financial statements, in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards"). To determine the December 31 carrying value of the investment in Pro-Demnity and the related investment income for the year then ended, the Association adjusts the reported amounts of Pro-Demnity's financial position and results of operations for differences between IFRS Accounting Standards and ASNPO and, where applicable, other accounting policy differences, so that the policies confirm with those of the Association.

As ASNPO does not include guidance on the accounting for insurance contracts, the Association's accounting policies related to insurance contracts and financial instruments of an insurer (the accounting for which is closely intertwined) are based on the guidance in IFRS Accounting Standards. As such, no adjustments are made by the Association to the reported amounts of Pro-Demnity's financial position and results of operations related to accounting for insurance contracts or financial instruments for purposes of determining the carrying value of the investment in Pro-Demnity, the related investment income recognized by the Association or the Pro-Demnity balances disclosed below.

Ontario Association of Architects Notes to Non-consolidated Financial Statements

November 30, 2025

5. Pro-Demnity Insurance Company (Continued)

The Association's investment in Pro-Demnity has not been consolidated in these financial statements, but accounted for using the equity method. The Association's investment in Pro-Demnity is as follows:

	2025	2024
Investment in Pro-Demnity, beginning of year	\$ 55,846,966	\$ 45,454,966
Comprehensive income	12,678,266	10,392,000
	\$ 68,525,232	\$ 55,846,966

A financial summary of Pro-Demnity's financial position as at December 31 (its fiscal year end) and the results of operations for the year then ended is as follows:

	2025	2024
Financial position		
Total assets	\$ 207,186,000	\$ 182,422,000
Total liabilities	\$ 133,654,000	\$ 121,589,000
Shareholder's equity	73,532,000	60,853,000
	\$ 207,186,000	\$ 182,442,000
Results of operations		
Insurance service result before reinsurance contracts held	\$ 31,002,000	\$ 29,834,000
Net expenses from insurance contracts held	(16,221,000)	(16,837,000)
	14,781,000	12,997,000
Insurance service result	14,781,000	12,997,000
Insurance finance expense for insurance contracts	(4,180,000)	(5,488,000)
Reinsurance finance income for insurance contracts held	1,398,000	1,758,000
	(2,782,000)	(3,730,000)
Net insurance financial result	(2,782,000)	(3,730,000)
Investment income	5,990,000	5,633,000
Other income	1,413,000	1,334,000
Other operation and administrative expenses	(2,352,000)	(2,193,000)
	5,051,000	4,774,000
Income before tax	17,050,000	14,041,000
Income tax expense	(4,372,000)	(3,649,000)
	\$ 12,678,000	\$ 10,392,000
Comprehensive income for the year	\$ 12,678,000	\$ 10,392,000

Ontario Association of Architects Notes to Non-consolidated Financial Statements

November 30, 2025

5. Pro-Demnity Insurance Company (Continued)

Cash flows		
Cash flows from operations	\$ 16,419,000	\$ 10,513,000
Cash flows used in investing activities	(21,523,000)	(11,440,000)
Cash flows used in financing activities	(181,000)	(183,000)
	\$ (5,285,000)	\$ (1,110,000)
Net increase (decrease) in cash	\$ (5,285,000)	\$ (1,110,000)

The Association determined that there were no events relating to, or transactions of, Pro-Demnity that occurred in December 2024 or December 2025 (the intervening periods between Pro-Demnity's fiscal year end and that of the Association) which significantly affect the Association's financial position or results of operations.

6. Examination for Architects in Canada (ExAC)

The Association has entered into an agreement with the ten other provincial and territorial associations to manage the ExAC examination process and the association Committee for the Examination for Architects in Canada (CEXAC). The agreement outlines how revenues are to be allocated and how costs, primarily related to the development of the exam, are to be recovered. The Association has been appointed to act as the administrator of the program.

The amounts included in the non-consolidated financial statements are as follows:

	<u>2025</u>	<u>2024</u>
Accounts receivable (jurisdiction exam fees to be received in 2026)	\$ 325,235	\$ 325,212
Accounts payable (represents the CExAC Maintenance Fund Account balance to cover 2026 expenses and approved reserve)	\$ 800,779	\$ 653,569
Association's portion of jurisdictional exam fees (included in ExAC fees revenue for the 2025 exam)	\$ 120,200	\$ 134,456
Association's ExAC exam administration (included in Schedule of expenses - OAA licensed requirements for the 2025 exam)	\$ 168,947	\$ 141,053

Ontario Association of Architects Notes to Non-consolidated Financial Statements

November 30, 2025

7. Demand Loan

	2025	2024
Demand, non-revolving loan, bearing a five year fixed rate, interest at 2.18% per annum payable in monthly installments of \$16,152 plus interest, secured by a first priority fixed charge over the real property at 111 Moatfield Drive, and a general security agreement, due July 2026.	\$ 3,715,071	\$ 3,908,901

The loan is repayable on demand from the lender and therefore must be classified as a current liability. Assuming payment of the callable debt is not demanded, regular principal payments required on all long-term debt are as follows:

2026	\$ 3,715,071
------	--------------

During the year, interest paid on the loan was \$85,268 (2024 - \$89,594). As at November 30, 2025 the Association is in compliance with all of its covenants in relation to the debt.

8. Court Order Costs and Contingency

The hearing of the Association of Architectural Technologists of Ontario (AATO) motion, alleging the OAA was in contempt of a May 10, 2023 Court Order was held on April 10, 2025. The judge found the OAA in contempt of court and issued his Reasons for Decision on the matter on June 16, 2025. The OAA served notice of appeal of the decision on July 14, 2025. The sanctions hearing, as a result of the Judge's decision took place on December 1, 2025. The Judge ordered that a fine be paid by the OAA to the province in the amount of \$30,000 and that costs be awarded to the AATO, in the amount of \$101,093. As of November 30, 2025, \$130,000 (2024 - \$Nil) have been accrued in the non-consolidated statement of operations. Notwithstanding, the sanctions have been automatically stayed pending the appeal. The appeal hearing is set for June 15, 2026.

9. Employee Future Benefits

The Association provides a defined contribution pension plan for voluntary participants. Total employer contributions were \$147,395 (2024 - \$141,040). There are no further funding requirements.

Ontario Association of Architects Notes to Non-consolidated Financial Statements

November 30, 2025

10. Trust Funds

The Association holds in trust the following funds, which have not been included in these non-consolidated statements.

	2025	2024
Architectural Guild Fund	\$ 2,028	\$ 2,028
Ontario Association of Architects Trust Fund Scholarships	17,702	17,110
Plachta Fund	183,348	125,095
	\$ 203,078	\$ 144,233

11. Interfund Transfers

During the year, the Board of Directors approved a transfer of \$800,624 from unrestricted (2024 - \$800,624) to the Operating reserve and \$1,285,336 (2024 - \$Nil) from unrestricted to the Major Capital Reserve.

12. Financial Instruments

Transactions in financial instruments may result in an entity assuming or transferring to another party one of more of the financial risks described below.

Credit Risk

Credit risk is the risk of financial loss occurring as a result of a counterparty to a financial instrument failing to discharge an obligation or commitment that it has entered into with an organization. The Association's main credit risk relates to its accounts receivable and its receivable from CExAC. The Association provides for its exposure to credit risk by dealing with counterparties it believes to be credit worthy, and by creating an allowance for doubtful accounts when appropriate. As at November 30, 2025, the allowance for doubtful accounts is \$Nil (2024 - \$Nil).

Interest Risk

Interest rate price risk is the risk that the fair value of a fixed interest bearing financial instrument will fluctuate due to changes in market interest rates. Interest rate cash flow risk is the risk that the cash flows of the Association will fluctuate due to changes in market interest rates on variable interest bearing financial instruments. The Association is subject to interest rate price risk on its short-term deposits, and its fixed interest rate long-term debt. There has been no significant change in the risk exposure from the prior year.

Ontario Association of Architects Notes to Non-consolidated Financial Statements

November 30, 2025

12. Financial Instruments (Continued)

Liquidity Risk

Liquidity risk is the risk that the Association will encounter difficulty in raising funds to meet commitments associated with its financial liabilities. The Association is exposed to liquidity risk mainly in respect to its current liabilities and long-term debt.

The Association manages its liquidity risk by forecasting cash flows from operations, investing and financial activities to ensure that it has sufficient funds available to meet current and foreseeable financial obligations. There has been no significant change in the risk exposure from the prior year.

13. Comparative Amounts

The comparative amounts presented in the non-consolidated financial statements have been reclassified to conform to the current year's presentation.

Ontario Association of Architects Non-consolidated Schedule of Expenses

For the year ended November 30	2025	2024
Salaries and benefits		
Salaries and benefits	\$ 4,244,825	\$ 4,107,035
HR administration	61,078	102,912
	4,305,903	4,209,947
Governance and council		
Liaison with government and other organizations	153,413	191,879
Council, senior management, and other	300,089	302,387
	453,502	494,266
Regulatory roles and responsibilities		
OAA license requirements	180,989	153,268
Regulatory committees	53,182	243,286
	234,171	396,554
Administration and operations		
Documents and other	25,709	23,765
Office operating expenses	224,108	206,815
Computer and maintenance	192,027	258,581
Insurance	98,056	91,050
	539,900	580,211
Member programs		
Continuing education	26,183	20,980
Conference	871,180	1,071,874
Societies	219,145	203,414
Communications - honours and awards	63,707	73,367
Practice	36,211	60,959
	1,216,426	1,430,594
Communications and outreach		
Communications	183,391	263,451
Website and database costs	27,979	51,333
	211,370	314,784
Building		
Building committee	97,306	147,721
Utilities	2,286	2,208
Tax and mortgage expenses	128,901	131,723
Building maintenance and security	241,617	119,120
Amortization	727,040	699,764
	1,197,150	1,100,536
Legal fees		
Legal business/operations	62,505	57,193
Legal audit/regulatory	125,779	143,425
Legal practice	10,419	35,697
	198,703	236,315
	\$ 8,357,125	\$ 8,763,207



Recommended Resource

Staying in the know with knowledge and perspective

Key changes to financial reporting



When the rules of reporting change, you may need to fine-tune how to present financial statements and govern the organization.

[ACCESS OUR KNOWLEDGE CENTRE](#)

The latest tax pointers



Corporate. Commodity. Transfer pricing. International tax. Government programs. Together they add up to immense differences on the **organization's bottom line**. Our tax collection keeps you current.

[STAY ON TOP OF TAXES](#)

Trending topics



As a community of advisors with the best interests of our clients in mind, we keep our ear to the ground to bring insights and perspectives related to key business trends to you.

[EXPLORE NOW](#)



Spotlight on not-for-profit



Sector insights to shape your organization

Our not-for-profit leaders are thinking about the big questions facing the sector—from fulfilling your mission with limited resources to staying compliant with regulation. Our team combines sector-leading assurance, advisory, and tax expertise to bring you key insights.

For more on these and other key issues facing your business, please reach out to your engagement partner. They will be happy to put you in touch with the BDO professional who can best help you.

Featured insights and offerings for not-for-profit organizations



Sector insights at your convenience

[EXPLORE NOW](#)



Spotlight on Artificial Intelligence

Artificial intelligence is rapidly transforming the not-for-profit landscape, reshaping how organizations manage data, engage with stakeholders, and deliver on their missions. From automating routine financial and administrative tasks to enhancing donor analytics and impact measurement, AI offers powerful tools to improve efficiency and decision-making. Staying ahead of this change is critical – not just to remain compliant and effective, but to harness AI responsibly and **strategically in advancing your organization’s purpose. Those who embrace the technology thoughtfully will be best positioned** to drive transparency, accountability, and long-term sustainability.



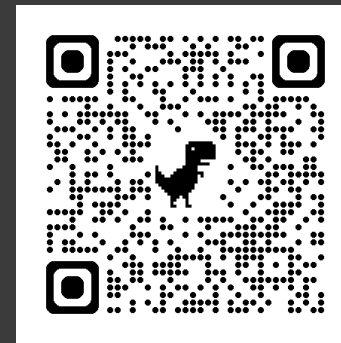
Responsible AI Guide: A comprehensive road map to an AI governance framework



Responsible AI encompasses proactively identifying and mitigating business, legal, and ethical risks to build trust with users and deliver business value.

[READ](#)

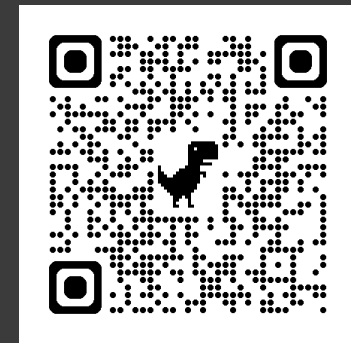
Practical AI
Realizing ROI with practical solutions



Making AI work for your Organization

[ACCESS OUR KNOWLEDGE CENTRE](#)

Leveraging AI for strategic cost efficiency



Discover a practical and responsible approach to leveraging AI to get more out of your current business resources, investments, and operating models, while enabling future proofing

[EXPLORE NOW](#)

Memorandum

FOR COUNCIL MEETING
March 5, 2026
(open)
ITEM: 4.3

To: Council

Lara McKendrick	Loloa Alkasawat
Donald Ardiel	J. William Birdsell
Maxine Blais	Jim Butticci
Andrew Chau	Kimberly Fawcett-Smith
Natasha Krickhan	Jenny Lafrance
Michelle Longlade	Elaine Mintz
Angela Panacci	Anna Richter
Nicola Russo	Kristiana Schuhmann
Susan Speigel	Settimo Vilardi
Edward (Ted) Watson	Thomas Yeung

From: Kristi Doyle, Executive Director

Date: February 20, 2026

Subject: **Council appointments to Pro-Demnity Insurance Company (Pro-Demnity) Board of Directors.**

Objective: To consider the appointment of two Councillors to the Pro-Demnity Board of Directors effective at the Pro-Demnity AGM on March 30, 2026.

Background:

As a reminder, the OAA Council has three interlocking Directors on the Board of Pro-Demnity. One Director is by virtue of office i.e. the Senior Vice President & Treasurer. The two other Directors are appointed by OAA Council from among the elected members of Council.

Immediately following the January election of officers, Anna Richter assumed the seat on the Pro-Demnity Board reserved for the Senior Vice President & Treasurer vacating the seat that she had held as an interlocking director. Richter's original appointment had been for a two-year term – one year remains in the term for that vacated seat. The other Board seat is held by Vice President Speigel. Speigel's term will be completed on March 30.

Expressions of Interest:

A notice was sent to Council on December 16 with a request for expressions of interest to be considered for the seat held by Speigel. Statements of interest were received from Natasha Krickhan and Susan Speigel.

As a result of the election of officers there is a need to fill the second inter-locking Director seat on the Pro-Demnity Board. A second notice was sent to members of Council on January 30 inviting indications of interest for the vacancy. One statement of interest was received from Vilardi.

Council is requested to consider the attached 3 statements of interest and select two interlocking directors for appointment to the Pro-Demnity Board — One appointment for a 1-year term and one appointment for a 2-year term.

Action

It was moved by... and seconded by...that Council approve the appointment of for a two-year term and for a one-year term to serve as inter-locking Directors on the Pro-Demnity Insurance Company Board of Directors effective March 30, 2026.

Attachments

Statement of Interest from:

*Councillor, Natasha Krickhan
Vice President, Susan Spiegel
Vice President, Settimo Vilardi*

January 7th, 2026

**Re: Pro-Demnity Insurance Company-Interlocking Director
Expression of Interest from Natasha Krickhan**

Dear Members of Council,

I am writing to indicate my interest in serving as an Interlocking Director on Prodemnity's Board of Directors. I understand that as an interlocking director, the role includes sharing knowledge of Pro-Demnity to Council. The role also includes providing feedback from an architect's perspective and to share concerns and/or ideas from Council (and members) to Pro-Demnity's Board in order to protect the public's interest.

Here are some of the other ways I feel I can contribute:

- As the OAA'S Councillor Liaison for the TSA (Toronto Society of Architects) I will be able to help create networking opportunities between Pro-Demnity's executive and various architect members of the TSA. I understand this is something the executive is keen on in order to better understand architects' concerns, raise awareness about Pro-Demnity and to enhance client services.
- I am interested in helping Pro-Demnity raise awareness about the architecture profession to other insurers. There may be interest amongst other insurers to provide incentives and empower their clients (and their architects) to design above the current standards to create a more sustainable, healthy and beautiful built environment. (Perhaps discounts on premiums from other insurers could be offered to homeowners that use architects for their infill, renovation and addition projects for example).
- I have over 30 years of experience, including over 10 years as a senior managing architect and 6 years as Principal of my own firm. This depth of knowledge about the practice of architecture is something I can draw on. I am also a curious student and excited to learn more about insurance and risk management issues
- I am interested in building on the work I've done in collaboration with Pro-Demnity while I was the Chair of the OAA's Interns Committee. We brought forward an idea to Pro-Demnity to create a podcast series about insurance and risk management aimed at a younger generation of architects. Pro-Demnity implemented this into a successful series: <https://prodemnity.com/risk-education/#case-studies> There may be other ways to engage architects' in a fun and educational way.

Thank you for your consideration.

Sincerely,

Natasha Krickhan Architect, OAA

Susan Speigel – Expression of Interest for Reappointment to the ProDemnity Board

2026 02 11

Hello Councillors,

I am seeking your support for reappointment to the ProDemnity Board.

Over the past seven years, I have served in multiple capacities and have seen ProDemnity evolve in meaningful ways. Its operational review and subsequent actions were significant and instructive. In fact, that work inspired the OAA Operational Review and five-year Strategic Plan undertaken during my presidency — work that continues to strengthen our organization today.

ProDemnity's Board is thoughtful and dedicated. But there is important work still underway — and it requires continuity.

During my tenure, I have been persistent in advancing critical issues that are now approaching resolution:

- **Ensuring ProDemnity supports the entire profession** — not only firms associated with large claims. We have achieved movement toward a claims discount structure benefiting small and mid-size firms, but it is not yet fully realized.
- **Bringing closure to the long-standing in-camera FAR matter.** This issue has taken nearly seven years to move forward. We are entering the next phase of resolution, and institutional knowledge is essential to completing it responsibly.
- **Modernizing and digitizing the insurance application process** and using the data we already collect to better understand risk and practice patterns in Ontario. This is overdue and requires steady pressure to see it through.
- **Increasing transparency around premium calculations** so architects can understand how fees are determined and make informed business decisions.
- **Monitoring unintended consequences of insurance decisions** that have altered architectural practice — particularly where risk-limiting measures have reduced architects' coordination authority. These shifts require vigilance and informed oversight.

Finally, there will be significant Board turnover in the coming year. Experience and continuity will matter during this transition, particularly in recruiting individuals with the right expertise for the next chapter.

This is not a moment to reset momentum.

The initiatives are in motion. They require follow-through, context, and consistency. My continued presence ensures that progress does not stall just as it begins to take shape.

I ask for your support to continue this work — with clarity, fairness, and accountability at the forefront.

Thank you,
Susan Speigel

February 6, 2026

RE: Pro-Demnity Insurance Company Board of Directors
Expression of Interest for Interlocking Board Member Position: Settimo Vilardi

To: OAA Council

As a member of the Ontario Association of Architects (OAA) and a Certificate of Practice holder I have always valued that Pro-Demnity Insurance Company was branded as a structure of "Architects Insuring Architects". Having an insurance company that specifically services the interest of our profession is a unique condition in which architects are involved directly in the management of claims, direction to legal council, and advice on risk management and loss prevention to other architects.

I am currently a Principal and Owner of a mid-sized, Windsor based, architectural firm providing design services on a variety project type including Assembly, Institutional, Commercial, Industrial and Residential. As a practitioner on the frontlines of maintaining and operating a mid-sized practise in Windsor I am continuously challenged by the fiscal, ethical and operation challenges of a practice that supports me, my business partners and my team. This can be a daunting task in our increasing legislated and competitive environment, but also very rewarding. To this end my goal as Pro-Demnity Board Member will be to assist in supporting my fellow architects, especially those in similar small to mid-sized firms, continue to practice at the highest level with the comfort of knowing they are sufficiently insured to perform these services. I would like to actively work on issues that allow Architects to concentrate on the tasks of designing buildings that are safe, vigorous and forward-thinking while providing them with the most identification support for the best value and the least number of unnecessary impediments.

I have been a councillor on the OAA since, 2020, currently completing my third, three-year term. During that whole time, I have held roles as Vice President, Senior Vice President and Treasurer, President and then Immediate Past President. I have had the pleasure of servicing on the Prodemnity board as an interlocking director for two years as a VP, ex-officio director while SVP & Treasurer for one year, and then finally as the sole shareholder representative as OAA President for two years. Through those five years of experience, I gained a deep understanding of the organization and the pivotal role it plays in our profession and as such feel I would be a great asset to both Prodemnity and the OAA in this position, providing leadership, guidance, experience and expertise.

For Your Consideration,



Settimo Vilardi, M.Arch, OAA, FRAIC

Architect | Principal | OAA Vice President

Memorandum

To: Council

Lara McKendrick	Loloa Alkasawat
Donald Ardiel	J. William Birdsell
Maxine Blais	Jim Butticci
Andrew Chau	Kimberly Fawcett-Smith
Natasha Krickhan	Jenny Lafrance
Michelle Longlade	Elaine Mintz
Angela Panacci	Anna Richter
Nicola Russo	Kristiana Schuhmann
Susan Speigel	Settimo Vilardi
Edward (Ted) Watson	Thomas Yeung

From: Anna Richter, Senior Vice President and Treasurer
Interlocking Director, Pro-Demnity Insurance Company

Date: February 25, 2026

Subject: Pro-Demnity Insurance Company – Annual Appointment of Auditor and Actuary

Objective: To consider the recommendation of the Board regarding appointment of the Auditor and Actuary for Pro-Demnity Insurance Company for 2026.

The annual meeting of the Shareholder of Pro-Demnity Insurance Company (Pro-Demnity) has been scheduled for March 30, 2026 and will involve various presentations by the Board of Directors to Council as well as the required business motions and a period for questions from the floor. One of the responsibilities of the Board of Directors of Pro-Demnity is to make a recommendation to the Shareholder regarding the appointment of an Auditor and Actuary on an annual basis.

Attached is a copy of a memorandum from Pro-Demnity recommending that Council consider the reappointment of BDO Canada as the Auditor and J.S. Cheng as Actuary for 2026. This item will be before the Shareholder as one of the official items of business for the Annual Meeting. The purpose of presenting this to Council in advance is to provide direction in terms of how the Shareholder will vote on this item at the AGM on March 30.

Action: OAA Council is asked to consider the following motion:
It was moved by Richter and seconded by ... that Council direct the OAA President to vote in the affirmative regarding the recommendation to appoint BDO Canada as the Auditor, and

*J.S. Cheng as the Actuary for Pro-Definity Insurance Company
at the March 30, 2026 Annual Meeting of the Shareholder.*

Attachments: Memorandum from Pro-Definity Insurance Company regarding
appointment of Auditor and Actuary

Annual Meeting of Shareholder – Appointment of Auditors and Actuary

TO: Kristi Doyle, OAA Executive Director

FROM: Bruce H. Palmer

DATE: February 24, 2026

Please be advised that at the Board meeting of February 24, 2026, it was resolved that the Board recommend to the Shareholder that BDO Canada LLP, and Benny Chan of Valani Global Ltd, be appointed as Auditors and Actuary, respectively, for Pro-Demnity for the 2026 fiscal year.

Memorandum

FOR COUNCIL MEETING
March 5, 2026
(open)
ITEM: 4.6

To: Council

Lara McKendrick	Loloa Alkasawat
Donald Ardiel	J. William Birdsell
Maxine Blais	Jim Butticci
Andrew Chau	Kimberly Fawcett-Smith
Natasha Krickhan	Jenny Lafrance
Michelle Longlade	Elaine Mintz
Angela Panacci	Anna Richter
Nicola Russo	Kristiana Schuhmann
Susan Speigel	Settimo Vilardi
Edward (Ted) Watson	Thomas Yeung

From: Finance & Audit Committee

Anna Richter, Chair-Senior Vice President & Treasurer
Jim Butticci, LGIC
Walter Derhak, Member at large
Lara McKendrick, President (Ex-officio)

Date: February 18, 2026

Subject: Draft Investment Policy & RFP for an Investment Manager

Objective: To review and approve the OAA Investment Policy.

To review and approve the RFP for the engagement of an Investment Manager.

To confirm next steps regarding the selection of an Investment Manager.

Investment Policy

A first draft of an OAA Investment Policy was tabled at the **January 22** Council meeting for discussion. Feedback on the draft policy was positive and it has been refined to include additional feedback from Council.

A final draft of the policy is attached. As a reminder, the draft policy has benefited from:

- research regarding investment best practices for certain sizes and types of organizations;
- discussion with the OAA's auditor;
- review of Pro-Demnity's Investment Policy, along with input and review from a member of their board who is a financial industry expert;
- review of investment policies sourced from other non-for-profit organizations and regulators.

The Committee is seeking Council's approval, recognizing the policy will evolve over time and edits may in fact be suggested pending advice from an Investment Manager.

Of note, staff are seeking appropriate advice as to whether an amendment to the OAA Bylaws—specifically, Section 54—is necessary to ensure the policy's intent is supported by, rather than in conflict with, the bylaws in terms of OAA banking and finances/investing. If changes are recommended/required, staff will inform the Committee, and a bylaw change would need to be approved by Council.

Request for Proposal: Investment Manager

Attached for Council's consideration is a draft RFP for the engagement of an Investment Manager. Following Council's approval, the RFP would be issued to a list of individuals/companies that will be identified by the F&A Committee as possible candidates to serve as the external Investment Manager to the OAA. The intent would be to release the RFP the second week of March.

In accordance with the OAA's established processes and procedures regarding the engagement of external consultants, it is suggested that Council direct the F&A Committee to undertake the selection process outlined below and bring a recommendation to the **May 12** Council meeting:

- review the submissions received in response to the RFP;
- create a shortlist of candidates;
- conduct interviews;
- conduct reference checks; and
- make a final recommendation to Council for engagement.

Selection criteria and Interview Questions

Staff have begun developing the scoring matrix and interview questions to assist the F&A Committee in conducting the interviews. The Committee will be meeting early April to review and discuss this material in anticipation of creating a shortlist and conducting the interviews on April 28 per the RFP.

Action

Council is asked to consider the following motions:

It was moved by Richter and seconded by Butticci that Council approve the OAA Investment Policy as presented to Council on March 5, 2026.

It was moved by Richter and seconded by Butticci that Council approve the RFP for the engagement of an external Investment Advisor; and, the Finance & Audit Committee be directed to undertake the selection process and bring a recommendation to the May 12 meeting for Council's consideration.

Attachments

OAA Investment Policy

RFP for the engagement of an external Investment Manager



Council Policy

Policy Name	OAA Investment Policy
Issue Date	March 5, 2026
Revision Dates	N/A

1.0 GENERAL

1.1 About the Ontario Association of Architects

The Ontario Association of Architects (OAA) is a not-for profit regulatory body that serves and protects the public interest by overseeing the practice of architecture in Ontario, as mandated by the [Architects Act](#). The Association licenses Architects and Licensed Technologists (OAA members), establishes and enforces standards for professional practice and ethics, and ensures ongoing education to maintain competency. By upholding stringent qualification standards and supporting continuous professional development, the OAA helps ensure its members create safe, accessible, and functional buildings that meet the needs of a diverse society. The Attorney General is the Minister responsible for the *Architects Act*, and to whom the OAA reports directly.

1.2 Policy Purpose and Investment Intent

As an independent regulatory body entrusted with protecting the public interest and upholding professional standards, the organization recognizes its fiduciary responsibility to manage financial resources with prudence, integrity, and accountability. The purpose of this Investment Policy is to establish clear guidelines for the management and investment of the OAA's cash reserves and operating funds.

The primary purpose of the organization's investments is to ensure the long-term financial sustainability necessary to support its mandate of safeguarding the public and serving its membership responsibly. As a secondary objective, investments serve to provide additional revenue for the OAA outside of the annual membership dues. It is of paramount importance that OAA's funds are managed in a prudent and strategic manner, prioritizing capital preservation, liquidity, and maximizing return within a relatively low-risk framework.

1.3 Governing Documents

Architects Act: The OAA exists as an organization by virtue of the *Architects Act*. The Act sets out the responsibilities of the OAA and defines the extent of its authority as a regulator. Section 54 of the *Not-for-Profit Corporations Act, 2010* does not apply to the Association, except as may be prescribed by the regulations.

Regulations Under the Act: The Act also provides for regulation-making authority including but not limited to details of elections to the Council; Executive Committee; classes of membership; terms and conditions of licensure; requirements for professional liability insurance; continuing education; and professional misconduct. These items are prescribed in Regulation 27 under the *Architects Act*. As it relates to the finances of the Association, under Section 55 of the Regulation, the following provisions of the *Not-for-Profit Corporations Act, 2010* apply in respect of the auditors for the Association and annual financial reporting, specifically Sections 68 to 75, Sections 77 and 78, and Sections 83 and 84.

Bylaws: The Act also provides for bylaw-making powers that govern the administrative and domestic affairs of the Association. The OAA Bylaws establish roles and responsibilities of members of Council, the President, the Treasurer, and the Executive Director. Among other items, these bylaws also set out banking and financial responsibilities. Specifically, Sections 51 to 64 of the OAA Bylaws set out the banking and financial affairs of the Association, including the authority for funds not immediately required to be invested.

Council Policies: The OAA Council has established policies that set out the rules, principles, and guidelines that govern the actions and decisions of the governing Council, as well as other aspects of the OAA's roles and responsibilities.

1.4 Reserve Policies

Building/Major Capital Reserve: The building reserve represents money internally restricted by Council for building maintenance, repair, or replacement that cannot be otherwise funded in a single budget year through the OAA's existing annual operating budget. The OAA's 30-year building reserve fund study is integral to identifying and establishing minimum amounts that must be held in this reserve and when funds should be readily available to cover the replacement or maintenance of major components of the building.

Operating Reserve: The operating reserve fund represents money internally restricted by Council to ensure the stability of the OAA's ongoing operations.

Legal Reserve: The legal reserve fund represents amounts internally restricted by Council to provide a source of sustained funding for legal costs that cannot be otherwise funded in a single budget year through the OAA's existing annual budget.

1.5 Engagement of an Investment Manager

To maximize the intent of this investment policy, the OAA's Finance & Audit (F&A) Committee will facilitate engaging the services of an external Investment Manager in accordance with the OAA's Procurement Policy. The Investment Manager will provide both strategic and practical advice to the OAA on investing OAA funds to maximize returns while aligning with the OAA's risk tolerance and financial goals and objectives. Council approval of the Investment Manager is required.

1.6 Roles and Responsibilities

Council: In accordance with its core financial fiduciary duties, Council establishes the Investment Policy and ensures OAA assets are managed in accordance with the guidelines set out in the policy. In doing so, the Council acts as stewards, safeguarding the organization's financial resources and ensuring they are used wisely.

Finance and Audit Committee: The F&A Committee is appointed by the Council. As a component of its responsibilities, this committee monitors the application of the policy and the performance of the investments.

Through an RFP process, the F&A Committee is responsible for advancing a recommendation to Council regarding the engagement of an individual and/or company as the Investment Manager. The committee must ensure the Investment Manager has appropriate controls in place.

OAA Management: Management is responsible for communicating with the Investment Manager regarding the parameters of the OAA's Investment Policy as well as adherence to policy objectives and timely reporting. Management is also responsible for identifying and reporting any deviations from policy or emerging financial risks in a timely manner.

Investment Manager: The Investment Manager is responsible for providing financial planning and advising on investment strategies that align with the OAA's financial goals and objectives. The Investment Manager will work within the parameters of this policy and Terms of Reference established by the OAA Council. The Investment Manager will oversee the performance of investment portfolios and report results back to the OAA.

1.7 Environmental, Social, and Governance (ESG) Investing



The OAA supports the practice of incorporating ESG factors with other conventional financial analytical tools when evaluating investment opportunities.

The OAA adopts a Responsible Investment (RI) approach that explicitly acknowledges the relevance of ESG factors. The Investment Manager has a fiduciary duty to act in the best interests of the OAA and to base investment decisions on their professional judgement and thorough research. This incorporates both ESG and non-ESG factors, with the objective of enhancing the financial performance of the investment mandate that respects the OAA's risk tolerance.

1.8 Conflict of Interest

With the goal of acting in a manner that reflects transparency and professionalism in regulating the practice of architecture and in governing OAA members to serve and protect the public interest, Council has adopted a policy to address real, potential, and perceived conflict of interest. This policy applies to all members of the Council and the F&A Committee.

2.0 ASSET MIX AND INVESTMENT GUIDELINES

2.1 Investment Mix & Categories

In general, the OAA will diversify its investments to minimize the risk of large losses. The mix of investments will adhere to the OAA's investment intent, which is focused on lower-risk investing. The Investment Manager provides advice regarding appropriate investments and will tailor the investment portfolio to ensure the OAA's cash flow needs are met.

2.2 Permitted & Prohibited Investments

In general, OAA funds may be invested in any of the following instruments:

- **Guaranteed Investment Certificates (GICs)**
 - fixed-rate or redeemable (cashable) GICs issued by a Schedule I Canadian financial institution; and/or
 - term and redemption conditions should balance liquidity with interest optimization.
- **Premium Investment or High-Interest Savings Accounts**
 - maintained through CIBC or other approved Schedule I Canadian banks; and/or
 - funds to be held in premium or business investment accounts earning market-competitive interest.
- **Bonds**
 - bonds, debentures, notes, non-convertible preferred stock, and other evidence of indebtedness of Canadian issuers denominated and payable in Canadian dollars, provided such instruments are traded on a recognized public exchange or through established investment dealers;
 - mortgage-backed securities of Canadian issuers;
 - asset-backed and or commercial mortgage-backed securities of Canadian issuers;
 - term deposits and guaranteed investment certificates;
 - bonds of foreign issuers denominated in Canadian dollars; and/or
 - other instruments included in the FTSE TMX Universe Bond Index.

Investment of funds in an instrument not specifically permitted by the policy is strictly prohibited, including direct investments in:

- fossil fuels or pipeline projects;
- real estate, mortgages, and venture capital;
- cryptocurrencies;
- short sells and/or companies established to short sell; and
- futures contracts or other derivatives including options, forwards, and swaps.



2.3 Monitoring and Reporting

The Investment Manager shall report to the Finance & Audit Committee through the Manager Finance on a quarterly basis on the performance of the investments. The Investment Manager shall actively monitor the OAA's investments and advise where rebalancing may be required based on benchmarks identified by the F&A Committee. The Senior Vice President & Treasurer will report to the Council on a periodic basis regarding the performance of the OAA's investments as set out in this policy.

3.0 POLICY REVIEW

This policy shall be reviewed by the Finance & Audit Committee annually to ensure continued alignment with OAA's financial objectives and market conditions. Any amendments shall be presented to Council for approval.



REQUEST FOR PROPOSALS

OAA Investment Manager

March 9, 2026



**Ontario Association
of Architects**

111 Moatfield Drive
Toronto, ON M3B 3L6
Canada

416-449-6898
oaamail@oaa.on.ca
oaa.on.ca

Table of Contents

I.	BACKGROUND INFORMATION	3
II.	OBJECTIVE	3
III.	SCOPE OF SERVICE	ERROR! BOOKMARK NOT DEFINED.
IV.	ASSUMPTIONS	4
V.	SUBMISSION REQUIREMENTS AND DEADLINE	4
VI.	BASIS FOR SELECTION OF CONSULTANT	5

DRAFT

Request for Proposal – Ontario Association of Architects

External Investment Manager

I. Background Information

The Ontario Association of Architects (OAA) is a not-for profit regulatory body that serves and protects the public interest by overseeing the practice of architecture in Ontario, as mandated by the [Architects Act](#). The Association licenses Architects and Licensed Technologists (OAA members), establishes and enforces standards for professional practice and ethics, and ensures ongoing education to maintain competency. By upholding stringent qualification standards and supporting continuous professional development, the OAA helps ensure its members create safe, accessible, and functional buildings that meet the needs of a diverse society. The Attorney General is the Minister responsible for the *Architects Act*, and to whom the OAA reports directly.

The OAA membership comprises more than 5,000 Architects and 50 Licensed Technologists, along with others holding status with the Association, including 2,000 Intern Architects as well as Intern Technologists, Students, and Retired Members. There are approximately 1,967 architectural practices in Ontario.

The OAA is governed by a Council of 15 Architects and 1 Licensed Technologist elected by the membership and five members of the public appointed by the Province of Ontario. Setting policy direction for the Association, the Council is assisted by more than 200 volunteers working on committees and task groups, 14 local Architectural Societies throughout Ontario, and 39 Association staff.

The OAA's main source of revenue is derived from annual membership dues. The OAA's annual operating budget is approximately \$9,000,000. The OAA has established reserve funds in accordance with industry standards and approved policies including *Operating Reserve*, *Capital Reserve*, and *Legal Reserve*. The value of the funds available for investment is approximately \$10,000,000.

II. Objective

As an independent regulatory body entrusted with protecting the public interest and upholding professional standards, the organization recognizes its fiduciary responsibility to manage financial resources with prudence, integrity, and accountability. The OAA has adopted an Investment Policy to establish clear guidelines for the management and investment of the OAA's cash reserves and operating funds.

The primary purpose of the organization's investments is to ensure the long-term financial sustainability necessary to support its mandate of safeguarding the public and serving its membership responsibly. As a secondary objective, investments also provide additional revenue for the OAA outside of the annual membership dues.

It is of paramount importance that OAA's funds are managed in a prudent and strategic manner, prioritizing capital preservation, liquidity, and maximized return within a relatively low-risk framework. In this regard, the OAA is seeking to engage an external Investment Manager to work in cooperation with OAA Senior Management and the Finance & Audit (F&A) Committee.

An RFP process is being conducted to select and engage the Investment Manager.

The OAA supports [Qualifications-Based Selection](#) when choosing outside consultants.

III. Scope of Service

The Investment Manager shall provide both strategic and practical advice to the OAA regarding the investment of funds to maximize returns while aligning with the Association's risk tolerance and financial goals and objectives. The Investment Manager will work within the parameters of the OAA's Investment Policy.

The Investment Manager will actively monitor the OAA's investments and advise where rebalancing may be required based on benchmarks identified by the Finance & Audit Committee.

The Investment Manager will report on the performance of the investments to the F&A Committee on a quarterly basis.

IV. Assumptions

Acceptance of the selected proponent is contingent on the successful negotiation of the conditions of this agreement and scope of service.

The OAA reserves the right to accept or reject any or all responses to this RFP, as well as to reissue the RFP.

The OAA is not responsible for any costs incurred by the proponent in preparation of this proposal.

In case of disagreement in the interpretation of the provisions of this RFP, the final decision will rest with the OAA.

All deliverables resulting from this RFP will remain property of the OAA, and their use thereafter is at the Association's discretion.

All information concerning the OAA gathered by potential bidders during the RFP process is confidential and remains the property of the OAA.

V. Submission Requirements and Deadline

Submissions should include the following:

1. Firm profile.
 - a. confirm currency of registration in good standing with relevant regulatory authorities
 - b. proof of Chartered Investment Manager (CIM) designation
 - c. details of experience with similar-sized non-profit organizations;
 - d. information on ownership of asset management firm;
 - e. insurance carried—type and amounts;
 - f. general details of what type and size of clients are currently under their management; and
 - g. access and availability of team members to the client.
2. Individual Investment Manager and/or team bios and credentials.
3. Proposed investment strategy.
4. Philosophy on risk and approach to internal risk-monitoring.
5. Understanding of the OAA and the scope of work.
6. Sample client report—format and detail.
7. Fee structure.
8. Commitment to sustainability and equity, diversity, and inclusion (EDI).

9. References.

The deadline for receipt of submissions is 4 pm EDT on April 13, 2026. Interviews for shortlisted proponents will be held on April 28.

Please send submissions or questions for additional information or clarification to:

Ontario Association of Architects
Finance & Audit Committee
c/o Melanie Walsh, Manager Finance
MelanieW@oaa.on.ca
Subject: OAA Investment Manager

VI. Basis for Selection of Consultant

The Qualifications-Based Selection (QBS) method will be used to select the successful proponent. QBS is a fair and objective process that facilitates the selection of consultants based on value-based criteria and competence, including consideration of professional qualifications, and suitability in relation to the scope of work and needs of the client. Following the selection of the applicant on this basis, the scope of service and professional fees is agreed upon and finalized. Once agreed, the appropriate form of engagement is executed.

The OAA also reserves the right to accept or reject any or all responses to this RFP, as well as to reissue the RFP.

Memorandum

FOR COUNCIL MEETING
March 5, 2026
(open)
ITEM: 4.7

To: Council

Lara McKendrick	Loloa Alkasawat
Donald Ardiel	J. William Birdsell
Maxine Blais	Jim Butticci
Andrew Chau	Kimberly Fawcett-Smith
Natasha Krickhan	Jenny Lafrance
Michelle Longlade	Elaine Mintz
Angela Panacci	Anna Richter
Nicola Russo	Kristiana Schuhmann
Susan Spiegel	Settimo Vilardi
Edward (Ted) Watson	Thomas Yeung

From: Kristiana Schuhmann, Vice President & PRC Chair

Date: February 20, 2026

Subject: OAA Document Maintenance - Updates to Practice Tip PT.12. Residential Clients

Objective: To provide overview of the updates to PT.12 Residential Clients (Small Projects).

Background

The OAA's Practice Tips are accessed via the OAA website and, although written primarily for Architects and Licensed Technologists, they are also a resource for clients, lawyers, and other industry professionals. They are meant to be concise and follow a consistent structure and tone.

Various calls to the Practice Hotline indicated that the Practice Tip was being referenced, but the content needed to be refreshed:

- Reflect changes to the Ontario New Home Warranty Program.
- Be inclusive of Licensed Technologists.
- Refer to OAA 2021 contracts rather than the 2013 versions.
- Reflect changes in general practice since the last content update.

Key Changes to the Practice Tip PT.12 (refer to Appendices 0, 1 and 2)

Practice Tip [PT.12 Residential Clients](#) was originally published in 2009 in response to comments by members and by the Complaints Committee to provide members with guidance in approaching projects for such clients.

In keeping with the role of the Practice Resource Committee (PRC), the members of the PRC were first involved back in the spring of 2025 in the review of the Practice Tip.

To assist the PRC in their review of revisions to PT.12, the attached Summary document was provided to the committee along with the redlined document. See Attachment 0 which provides a high level summary of the changes to the Practice Tip as well as the process of review. Legal counsel was also involved as part of the maintenance project.

Overview of the Process and Input from Various Parties

The draft was developed by starting with the current version of the Practice Tip, then adjusting it to reflect changes in organization and content. Following input from PRC, the draft was further developed with input from legal counsel.

PRC was kept apprised of the process/progress and a near-final draft version of the document was shared for final feedback at the November PRC meeting. (Refer also to the June, September and December 2025 Council Memos entitled "Practice Resource Committee (PRC) – Update".) Following the November 2025 PRC meeting, the draft was reviewed by the Registrar and legal counsel. Additional feedback was provided by Council members in January 2026. PRC was consulted on these latest changes. Note the changes since the January Council meeting are shown in yellow highlight on the original, red-lined version.

Next Steps - Communication Plan and Withdraw Previous Version

In tandem with the OAA's Communication team, staff from PAS will work on the following items to support the release of the updated resource following Council's review:

- Update to the OAA website, including edits to other associated resources such as PT.00 Index to Practice Tips.
- Coordinate the change to the resource with other OAA Programs/ Service Areas (i.e. OAA Admission Course, CSA Access Program) – if required
- Communications to Members: The updated Practice Tip will be posted on the website and featured in an upcoming issue of the OAA's Practice Advisory Newsletter as well as social media.

Action

Council is asked to consider the following motion:

It was moved by Schuhmann and seconded by That Council endorse the revised OAA Practice Tip PT.12 Residential Clients (Small Projects) as presented to Council on March 5, 2026.

Attachments

- Attachment 0: Executive Summary (Main Technical and Editorial Changes to PT.12)
- Attachment 1: REDLINE - PT.12 Residential Clients (version 2.1)
- Attachment 2: CLEAN PT.12 Residential Clients (Small Projects) (version 3.0)

Practice Tip PT.12 – Residential Clients (Small Projects) (version 3.0)

Executive Summary

The OAA's Practice Tips are accessed via the OAA website and, although written primarily for OAA Licensed members, they are also a resource for clients, lawyers, and other industry professionals. They are meant to be concise and follow a consistent structure and tone.

Updated February 24, 2026

Background

This Practice Tip was written to provide guidance to practices concerning issues which impact the provision of architectural services to small projects for residential clients.

Written in 2009 after it was decided that a version of OAA 600 customized for residential projects was impractical. There is no direct relationship between the attempted contract customization and the content of the Practice Tip. Rather, the Practice Tip reflects a desire to assist practitioners working in the small-scale residential market. This Practice Tip underwent a minor update in 2020 when the OAA logo was changed and the references to OAA 600 were updated.

The resource was reviewed in response to the latest changes to the Ontario New Home Warranty Program, OAA contracts, and to clarify that the Practice Tip was not intended to apply to large residential projects such as apartment or condominium buildings or townhouse complexes, nor to the provision of non-architectural services (e.g. Construction Management services).

Requirement to Update

- This Practice Tip needed to be updated to reflect changes to the Ontario New Home Warranty Program.
- The previous version was not inclusive of Licensed Technologists.
- References to OAA Contracts needed to be updated from 2013 versions to 2021.

Overview of the Process and Input from Various Parties

- PAS prepared an initial draft for review by PRC and to collect feedback.
- After discussion with PRC, PRC's comments were considered and incorporated into the draft as appropriate.
- PRC reviewed an updated version at the November meeting.
- The Registrar and legal counsel also reviewed the working file and provided additional comments/input which were incorporated in a draft version.
- Originally scheduled to be presented to Council at the January 2026 meeting, comments were received from Council members pertaining to:
 - General Review being required to be done to the same professional standard.
 - The need to manage client's expectations and possible impact of a new house on their lifestyle.
 - There being project expenses beyond design fees and construction costs that a client needs to budget for.
 - The difference a quality contractor can have on project success.
- These were incorporated in the final draft version for PRC's review.
- PRC reviewed and commented on the draft at the February meeting. The comments were incorporated in the final draft for Council's review

Organization of PT.12 and Proposed Changes

- General updates/formatting to the body of the Practice Tip
 - Editorial updates as required, in part to reflect a more formal tone.
 - Grammar and other minor edits for legibility, etc.
 - Replaced “architect” and leverage alternatives such as “OAA member”, “holder of a certificate of practice”, CoP holder, etc.
 - Updated references from OAA 600-2013 to OAA 600-2021
- Proposed Updates to Title of Practice Tip:
 - For clarity it was decided to explicitly refer to small projects.

Proposed edits to Summary,

- Expanded the Summary section to provide additional context for the Practice Tip

Proposed edits to Background Section

- New subtitles to cover regulatory, contractual as well as communication/managing expectations such as “Managing Expectations and Communicating with Residential Clients”, “Become Familiar with the Ontario New Home Warranty Program”.

Proposed *NEW* subsection entitled “Managing Expectations and Communicating with Residential Clients

- Opportunity to raise that CoP holders must proactively manage client expectations by explaining real-world constraints, clarifying the holder’s ongoing role beyond permit issuance, and ensuring clients understand responsibilities, time constraints, limitations, and lender requirements.

Proposed *NEW* subsection entitled “Become Familiar with the Ontario New Home Warranty Program”

- Provides high level information and links to the Home Construction Regulatory Authority (HCRA) and the Tarion, including requirements around licensed builders.

Proposed edits to Suggested Procedures Section

- In addition to some existing sections being subdivided for clarity as well as added new recommendations, this section of the Practice Tip has new bolded subtitle for each procedure as a means for the reader to have quick reference on topics covered.
- A distinction was made among project cost, design budget, construction budget, and other costs which clients should be cognisant of.

Proposed edits to Definitions Section

- Clarified the usage/meaning of “general review” and the required performance standard.

Proposed *NEW* section “Useful Resources to Share with Clients”

- List some key resources to be shared with client such as references to Tarion and HCRA to obtain information about the Ontario New Home Warranty Program
- Resources on OAA’s public side of the website

Proposed edits in References Section

- Update reference to the OAA 2021 contract suite
- Reference additional Practice Tips and other relevant resources (to minimize duplication of content)

Next Steps

- Having incorporated feedback from the February PRC meeting, the updated document will be presented at the next Council meeting for review.
- Once approved by Council, the membership will be advised of the update via an upcoming Practice Advisory Newsletter.

Residential Clients (Small Projects)

©~~2020~~, 2009 Ontario Association of Architects (OAA). OAA members in good standing may reproduce or distribute this Practice Tip provided this copyright notice is affixed to any reproduced or distributed copy. No rights are granted to any other person, except with express prior written consent from the OAA. The OAA reserves all other rights.

Summary

AThis Practice Tip focuses on projects involving single detached dwellings designed for clients who intend to live in the project or rent the project in whole or in part to a tenant when it is completed, rather than for townhouse, apartment, or condominium building projects.

For these clients, a residence is often one of the most important investments of ~~a client's~~their lifetime as well as a personal expression within the community. Problems may arise due to the expectations of the parties to ~~an agreement~~a contract for professional services not being mutually and clearly understood. ~~Members~~When working with such clients, members are strongly encouraged to employ standard forms of contract ~~and~~(such as the latest OAA Contract Suite) and to discuss proposed services, fees, budget, and client requirements ~~and expectations~~ at the outset ~~of~~. ~~Members may also want to become familiar with Ontario New Home Warranty Program requirements that may apply to~~ the project.

Background

Some projects require an Architect or Licensed Technologist for both the design and general review of the construction, while others **may** be designed by an OAA member, though this is not a requirement. Houses which will be 3-storeys or less, whether custom or tract, fall into this latter category.

This includes:

- One dwelling unit or two attached dwelling units, subject to height and at grade restrictions
- Three or more attached dwelling units, subject to height, at grade and building area restriction

By law (under the Architects Act), these projects do not need to be designed by Architects or Licensed Technologists. Where general review is not mandatory at law (such as under the Building Code), it may still be provided as a professional service.

Architects or Licensed Technologists authorized to offer services to the public will have a certificate of practice (CoP). They are referred to collectively as “CoP holders” or simply “holders”.

When embarking on a project to design and build, a residential client is making a commitment to ~~what may be~~ a major investment in ~~an unknown quantity~~what may be to them an unfamiliar process. While it is possible to define a proposed residence broadly in terms of form and function, there are significant variables and questions needing attention. ~~You, the client's architect,~~The chosen design professional will be a major determinant in answering these questions.

During the design ~~and construction~~ of the residence, ~~you effectively become~~the holder becomes a major contributor to the project, serving as advisor, coordinator ~~and~~ technical manager, ~~as well as creative artist. In a large measure, it will be your contribution that will have the greatest impact on the success of the project.~~and translator of the client's program of requirements into reality.

Services are rendered most effectively when a clear understanding exists between ~~you~~the holder and ~~your~~the client regarding respective obligations and responsibilities. This understanding is best accomplished ~~best~~ by a

thorough review of the scope of the project and the scope of the services to be provided (or not being provided) by the architect/CoP holder, confirmed in a written contract.

Managing Expectations and Communicating with Residential Clients

A home is likely the single most expensive purchase most people make. For many residential clients, this may be the first time they are personally involved in a construction project. Clients need to understand the time commitment involved, the need for timely decisions, and the stress that may ensue. As a result, they may need more guidance than commercial or public-sector clients.

The financial investment in a new home may be the largest that a family will make. The emotional investment in the new home could be even larger. CoP holders should approach the client with emotional sensitivity. The CoP holder should be attentive to aspirations and expectations, especially if they are perceived to be unrealistic. This emotional investment may be a reflection of their expectations and affect which aspects of any communication receives the focus of their attention. Clients may believe that the new home project will resolve life challenges. CoP holders should ensure the clients understand they are designing a building to meet real world constraints (climate, codes, zoning, budgets) and are not responsible for the fulfilment of dreams.

Clients often bring to the design discussions images found on the internet or social media, or ideas and expectations gleaned from home improvement shows on television. Such involvement can be beneficial, but the ideas and expectations must be evaluated for consistency with the overall design concept, suitability for site conditions including the climate, and costs in relation to a realistic budget in the local market.

Communication is key to a successful project and requires the active participation of all involved. Clients may be unfamiliar with much of the vocabulary taken for granted in the design and construction industry. They may also be reluctant to admit a lack of clear understanding of the terms being used. This can have a negative impact on communications. Clients may need to be introduced to the specialty vocabulary of the design and construction industry. Where possible, limit use of industry jargon without being ambiguous. Ask the client to tell you what they have understood you to mean and then clarify as needed.

In expectation of saving money, some clients may not think they need to keep a CoP holder retained after a building permit is issued. It may be necessary to educate the client about the value added by continuing to work with an OAA member for both the design and construction contract administration phases. There are benefits in having a professional available to handle the unexpected, to answer questions, and to help evaluate changes proposed by the contractor or technical matters related to other consultants involved in the project. This should be discussed with the client at the outset of the project. Holders attract significant liability by visiting a site even once during construction. Appropriate compensation for performing site reviews and undertaking the associated liability should be addressed in the contract with the client.

Clients should also confirm with their lenders if third-party certification of construction progress will be required before funding is advanced.

Become Familiar with the Ontario New Home Warranty Program

The New Home Warranty Program was created pursuant to the *Ontario New Home Warranties Plan Act*, RSO 1990, c O.31 to protect new home buyers from the effects of poor workmanship, non-compliance with the Building Code, and other issues that may arise in home construction. The program may have specific implications for the project, including on the holder's scope of services and the owner's need to hire a registered builder. (The Program does not apply to renovations or additions to existing buildings.)

Responsibility for Ontario's New Home Warranty Program is split between:

- Home Construction Regulatory Authority (HCRA), which handles registration of builders; and
- Tarion Warranty Corporation (Tarion), which handles warranty provisions.

According to the HCRA website, "all new home builders and sellers are required by law to be licensed by the [HCRA]. It is illegal to build or sell a new home without a valid licence." Special rules apply to owner-builders.

If a holder becomes aware of a client hiring a non-registered builder, certain responsibilities may arise. In addition to contractual responsibilities to the client, holders have a duty of care to the public. Refer to Section 42 of Regulation 27 for professional misconduct considerations.

For more information on the possible applicability of the New Home Warranty Program on the residential project, refer to the Taron and HCRA websites, as well as:

- OAA Practice Tip PT.02, What Every Architectural Practice Needs to Know About Government Legislation; and
- OAA Practice Tip PT.08, Participation in the Permit Process: Application for Building, Demolition or Conditional Permits.

Suggested Procedure

The following suggestions ~~are based on experiences gained from conversations with members and clients, and from the Ontario Association of Architects (OAA) Complaints Committee,~~ and represent some of the issues requiring attention at the outset of a project.

1. **Consider an Initial Consultation:** ~~An initial consultation with the prospective residential client can have tremendous value and this. This exploratory meeting should can be used to determine if there is and explore client expectations, establish a mutual comprehension of expectations-, and discuss a rough estimate of the likely construction budget (the amount the client is prepared to spend on the construction itself) and a rough estimate of construction cost. A discussion of the overall project cost which could include variances, permits and approvals, bridge financing, land surveys, title searches, new furnishings and appliances, etc., in addition to the construction cost and design fees is appropriate.~~
An initial consultation with the prospective residential client can have tremendous value and this. This exploratory meeting should can be used to determine if there is and explore client expectations, establish a mutual comprehension of expectations-, and discuss a rough estimate of the likely construction budget (the amount the client is prepared to spend on the construction itself) and a rough estimate of construction cost. A discussion of the overall project cost which could include variances, permits and approvals, bridge financing, land surveys, title searches, new furnishings and appliances, etc., in addition to the construction cost and design fees is appropriate.

The prospective client must be made aware in advance if a fee is associated with ~~the initial~~this consultation. ~~Beware of residential clients with unrealistic aspirations who may~~

This is also an opportunity to help clients understand that many aspects of the project are beyond the control of the CoP holder and project team. This particularly applies to approvals by municipalities and other authorities having jurisdiction, performance of and time taken by the client's other consultants, manufacturers, suppliers, and contractors.

2. **Discuss Use of a Retainer:** ~~The retainer's need and purpose should be expressly established. Clearly state (ideally in writing) the retainer's dollar value and that services will not listen to your advice and whose past record indicates they are prone to litigation. Be prepared to refuse or resign a commission commence until the retainer is paid. The client should be aware of when circumstances have deteriorated to a point warranting and how the retainer will be applied. Typically, as in Article A22 of the OAA 600-2021, the retainer is applied to the final invoice once the contract is completed or terminated with any unexpended amount of such action: retainer then returned to the client.~~
The retainer's need and purpose should be expressly established. Clearly state (ideally in writing) the retainer's dollar value and that services will not listen to your advice and whose past record indicates they are prone to litigation. Be prepared to refuse or resign a commission commence until the retainer is paid. The client should be aware of when circumstances have deteriorated to a point warranting and how the retainer will be applied. Typically, as in Article A22 of the OAA 600-2021, the retainer is applied to the final invoice once the contract is completed or terminated with any unexpended amount of such action: retainer then returned to the client.
3. ~~Establish as a minimum~~ **the Scope of Services:** ~~Establish the level of professional service adequate for the project and then negotiate a fee commensurate with your services: the services to be provided. See, for example, Schedule 2 – Basic Services and Schedule 3 – Additional Services to the OAA 600-2021 or OAA 800-2021. Do not tailor services to meet your residential client's proposed fee if the resulting servicescope of services is less than that of a prudent architect as well as holder, less than required to properly meet the needs of the client.~~
Establish the level of professional service adequate for the project and then negotiate a fee commensurate with your services: the services to be provided. See, for example, Schedule 2 – Basic Services and Schedule 3 – Additional Services to the OAA 600-2021 or OAA 800-2021. Do not tailor services to meet your residential client's proposed fee if the resulting servicescope of services is less than that of a prudent architect as well as holder, less than required to properly meet the needs of the client.
3. ~~When finalizing your contract you should clearly indicate the services being offered along with associated fees. If a retainer is-, or less than required on commencement of the project, your client to protect the public interest.~~
When finalizing your contract you should clearly indicate the services being offered along with associated fees. If a retainer is-, or less than required on commencement of the project, your client to protect the public interest.

It is also helpful to establish items such as the maximum number of design iterations that will be prepared, the maximum number of meetings to be attended, the number of hours to be spent in preparation for and in presentation to various authorities having jurisdiction, and the minimum number of site visits required. Exclusions from the scope of services should be well aware of the phase of work to which it will be applied. Put also be expressly articulated. Hourly rates should be established for extra services required beyond that agreed to in the contract. See, for example, GC04 of the OAA 600-2021.

4. **Use of Standard Contract to Document Expectations:** To protect both parties (client and design professional), document everything in writing and insist on leverage a signed standard Client/Architect architectural services contract for signature. The OAA strongly recommends the use of OAA 600 – the free OAA Contract Suite, such as OAA 600, Standard Form of Contract for Architect's Services – OAA Licensed Member Services (the Architect or Licensed Technologist version as appropriate). You may also want to consider OAA 800, the standard short-form contract.

Whether or not OAA 600 forms the contract, the checklists in OAA 600 If the client requests that your practice carries subconsultants (engineering, interior design, landscape), use of OAA 900, OAA Standard Form of Subcontract Between Licensed Member and Subconsultant is recommended for the holder's engagement of such subconsultants.

Note: The schedules and appendices in the OAA Contract Suite 2021 are an excellent tool for discussing with the client the typical phases and services that are involved in a project and that an architect which a holder may or may not provide.

On a residential project, the ownership of the project may not be straight forward. Where there are multiple owners, each of the owners should sign and be bound by the terms of the client/architect agreement.

Communication is key to a successful project and requires the active participation of all involved. The creative process is collaboration. Alterations and changes during the process often occur. To avoid disagreements concerning intent often accompanied by greater costs than expected, make sure that every item is discussed and documented.

5. Of particular importance to clients is a **Establish the Budgets and Timeframes:** A clear understanding of the envisaged project relative to the client's budget. Provide their budgets and timeframes is important to clients. At least two distinct budgets should be established. The first being the design budget consisting primarily of consultants' fees and various fees for approvals by authorities having jurisdiction. The second being the construction phase budget. Whether prepared internally or with a subconsultant, provide your client with a realistic estimate of construction cost and advise him/her of impact of (including design and construction contingencies), prepared with a level of precision commensurate with the information available at the time. It is recommended that the client have a third budget for furnishings, appliances, equipment, moving expenses and other costs which are not normally part of the design or construction budgets.

Discuss with the client that approvals by authorities having jurisdiction, including municipal approvals, are not a foregone conclusion and will proceed on their own timelines. Neither the approval nor the timeline are under the control of the design team.

Advise the client of the impact of contemplated adjustments or changes as they arise (including any impact on project start time, duration, construction costs and your fees.), approvals, and professional fees.) See, for example, the terms relating to budget, estimates and construction cost in GC06 of the OAA 600-2021.

6. **Finalize the Fees:** When finalizing the contract, clearly indicate the professional services being offered along with associated fees. Equally important is an explicit indication of the services not being provided. If the contract is silent, it may be held that a reasonable client could expect a service to be provided even if there is no identified fee in the schedule for that service. Fees such as hourly rates to be applied for any extra services, such as those required to address unforeseen changes and delays, should also be clearly set out.

The design process led by the holder is a collaboration involving all the consultants that is constrained by applicable law and the requirements of the authorities having jurisdiction. Alterations and changes during the process often occur due to unforeseen site conditions, changes in applicable law, and changes in scope or design requested by the client. To avoid disagreements concerning intent often accompanied by greater costs than expected, ensure every item is discussed, properly understood, and documented when they first arise.

7. **Sign the Contract:** On a residential project, the ownership of the project may not be straightforward, and it is recommended that legal ownership of the property be confirmed by review of the registered title (i.e., of the Property Identification Number). Where there are multiple registered owners of the property, each of the owners should sign and be jointly and severally bound by the terms of the architectural services contract.

Sometimes, clients are hesitant when it is time to sign the contract, but this is an important threshold to achieve and important to protect the holder's rights, including its right to payment for services performed. There may be pressure to get the design underway for various reasons including meeting the client's desired schedule. Each practice will have to judge for themselves how much service to provide after negotiations are concluded but before the contract is signed.

Best practice is to have a signed contract before beginning design services, so that the terms of the holder's engagement are clear and not subject to debate, but, where this is not possible, it is recommended that the holder make clear in writing that its performance of services is predicated upon the terms of the current form of contract. The holder should also expressly identify when the performance of the services will stop if the contract is not executed. These understandings should be communicated in writing and, if necessary, can be confirmed in a letter of intent or other form of written agreement. Where a letter of intent or other form of "preliminary" agreement is contemplated, it is recommended that the holder obtain independent legal advice to ensure protection of the holder's rights under any such agreement.

5-8. **Maintain Clear Lines of Communication:** At the start, ~~establish~~ clear lines of communication ~~must be established~~ and ~~finalize~~ essential issues such as program, budget, forms of project delivery and construction contracts, milestones ~~and deadlines must be finalized~~, and significant deadlines. Whenever possible, such communications with the client should occur or otherwise be recorded in writing.

6-9. ~~You absolutely must obtain instructions~~ **Obtain Direction Only from a single source.** **Single Source:** This is particularly important if the client is a couple, a family, or a partnership. Have one of them designated in writing as the owner's representative and take instructions only from that individual. This will avoid inconsistent or contradictory instructions from different individuals and reduce the likelihood of disputes over scope and fees.

7-10. ~~Keep accurate records and confirm~~ **Keep Accurate Records Throughout the Project:** Confirm to your client in writing all instructions they have given you. Memory failure, unrealistic expectations, incomplete understanding of events, and lack of proper documentation ~~have caused architects~~ can cause many anxious moments, ~~embarrassments, financial loss and precious time.~~ Contemporaneous documentation has been cited by the courts as being critical when trying to establish or defend a holder's position.

11. **Provide Guidance Throughout Your Scope of Services:** Guidance does not need to be provided related to phases of the project or for services that are not in the scope of services to be performed by the holder.

Not all residential clients realize how complicated ~~the design and building process is~~ processes are. Never assume that a client understands architectural and building terminology ~~or~~ can read and understand drawings ~~and~~ or visualize the final product from them. ~~For many clients, this~~ They may be the first and only time that they are personally involved in a construction project. What has become second nature to architects may be gibberish to a client, and clients may be too embarrassed not know which questions to ask for clarification. You must communicate. Communicate fully, confirm ~~that~~ what the client has understood, ~~have an ability.~~ Be prepared and willing to really listen carefully and understand your client's concerns, ~~and~~. Seek confirmation by clearly ~~communicate~~ communicating your understanding of what the client says or is asking, and any solutions ~~proposed~~. Whenever possible, such communications with the client should occur or otherwise be recorded in writing.

12. Choices of Materials and Impacts on Durability and Maintenance: A well-conceived designed residence can be built efficiently and economically. The selection of materials, systems, and design solutions are interrelated. Contractors may suggest changes that will make it cheaper or more efficient to construct the residence, but without necessarily having evaluated other impacts of the proposed changes, such as on the project's durability or long-term operating costs to be borne by the either the client (or owner of the property). All proposed changes should be properly reviewed by both client and CoP holder.

13. Holder's Role in the Permit Process: Refer to OAA Practice Tip PT.08 (Participation in the Permit Process - Application for Building, Demolition, or Conditional Permits) for a discussion of the appropriate role of the holder in assisting the client.

14. Selection of a Contractor: The selection of a contractor is the client's responsibility. Holders may assist the client in comparing bids and identifying missing or incomplete information. Holders may comment on experience with a contractor, noting that past performance is no guarantee of future performance. The client is entering into a relationship with the contractor which will impact the quality of the project and the stress experienced by the client. Bid price should not be the only consideration in the selection of the contractor.

Holders may also comment on the suitability of a contractor but should not make the actual selection. Doing so may leave the holder liable should the contractor perform poorly. If irregularities arise in the selection process, explain the issues involved and suggest the client seek the appropriate legal, accounting, or other advice. Whether any bid is acceptable under Contract A/Contract B considerations or is substantially compliant requires a legal determination that should not be made by a holder. By this time, the owner should have determined whether the requirements of the Ontario New Home Warranty Program apply.

8-15. Holder's Participation in the Construction Phase: If you are retained to provide construction contract administration (office or general review/field services) during construction, communicate clearly the extent of those services- and what is not being provided. The client should understand that you are not responsible should for the contractor's performance or lack thereof. Should the contractor fail to carry out the work in accordance with the construction documents- Be cautious about recommending acceptance of any particular bid. Explain to the client that protection against faulty workmanship is directly related to the competence and integrity of the contractor-, that is the contractor's responsibility.

Caution: Do not let the client determine the maximumAs the design professional, the holder should guide the determination of the minimum number of site visits required. That determination requires professional judgement. Do not agree to and their frequency based on the needs and complexity of the project. This decision is best made using professional judgment, rather than being dictated by the client. Site visits should be scheduled strategically in alignment with the progress of the work to ensure meaningful observation. Agreeing to conduct visits solely on an "as requested" basis may compromise the holder's ability to provide site visits on an "as needed" basis. Appropriate oversight.

Moreover, even a single site visit intended to address one focused on a specific site issue can result in taking on may carry broader implications, potentially creating liability for the general review of all visible aspects of the construction- at that time. CoP holders may be liable for what could have been seen at the time of a single site visit even if it was not the subject matter of the visit, or if the CoP holder had not been formally contracted to provide general review or any site services. Ensure your compensation reflects the liability exposure.

9. Maintaining goodwill with the client throughout and after the project is a necessity particularly when up to 70% of an architect's practice results from referrals and repeat business. Many clients do not fully understand their responsibilities under the client/architect and owner/contractor contracts. These clients assume, incorrectly, that the architect will "take care of everything." To continually maintain the goodwill of the client, be readily available to demonstrate interest throughout the project, and not just appear when there is a problem. To assist in maintaining client confidence, occasional informal calls should be made.

Definitions

“**General review**” in relation to the construction, enlargement, or alteration of a building, means an examination of the building to determine whether the construction, enlargement, or alteration is in general conformity with the design governing the construction, enlargement, or alteration, and reporting thereon; (“examen de conformité”) from *Architects Act*, Section 1, “Definitions.”

Note: “general review” as a term applies whether the service is mandatory at law, such as under the Building Code or provided as a contract option. When providing general review, the requirements do not vary depending on the occupancy classification of the project or if general review is mandatory or a contractual responsibility. In all cases, the performance standards are as set out in Regulation 27, Section 50.

Useful Resources to Share with Clients

[“Working with an Architect” on OAA Website](#)
[Home Construction Regulatory Authority \(HCRA\)](#)
[Tarion Warranty Corporation](#)

References

[OAA 600 – 2013 – Standard Form of Contract for Architect’s Services](#)
[Architects Act and Regulation 27](#)
[Professional Requirements for the Built Environment in Ontario](#)
[OAA Contract Suite and Guides](#)
[OAA Contract Change Form Template](#)
[Practice Tip PT.02 What Every Practice Needs to Know About Government Legislation](#)
[Practice Tip PT.05 Building Code and Non-Code Related Matters](#)
[Practice Tip PT.08 Participation in the Permit Process - Application for Building, Demolition or Conditional Permits](#)
[Canadian Handbook of Practice for Architects \(CHOP\)](#)
[Mastering the Business of Architecture \(MBA Kit\)](#)
[RAIC/Architecture Canada - A Guide to Determining Appropriate Fees for the Services of an Architect](#)
[Mastering the Business of Architecture \(MBA\)](#)

The OAA does not provide legal, insurance, or accounting advice. Readers are advised to consult their own legal, accounting, or insurance representatives to obtain suitable professional advice in those regards.

Residential Clients (Small Projects)

©2026, 2020, 2009 Ontario Association of Architects (OAA). OAA members in good standing may reproduce or distribute this Practice Tip provided this copyright notice is affixed to any reproduced or distributed copy. No rights are granted to any other person, except with express prior written consent from the OAA. The OAA reserves all other rights.

Summary

This Practice Tip focuses on projects involving single detached dwellings designed for clients who intend to live in the project or rent the project in whole or in part to a tenant when it is completed, rather than for townhouse, apartment, or condominium building projects.

For these clients, a residence is often one of the most important investments of their lifetime as well as a personal expression within the community. Problems may arise due to the expectations of the parties to a contract for professional services not being mutually and clearly understood. When working with such clients, members are strongly encouraged to employ standard forms of contract (such as the latest OAA Contract Suite) and to discuss proposed services, fees, budget, and client requirements and expectations at the outset. Members may also want to become familiar with Ontario New Home Warranty Program requirements that may apply to the project.

Background

Some projects require an Architect or Licensed Technologist for both the design and general review of the construction, while others **may** be designed by an OAA member, though this is not a requirement. Houses which will be 3-storleys or less, whether custom or tract, fall into this latter category.

This includes:

- One dwelling unit or two attached dwelling units, subject to height and at grade restrictions
- Three or more attached dwelling units, subject to height, at grade and building area restriction

By law (under the *Architects Act*), these projects do not need to be designed by Architects or Licensed Technologists. Where general review is not mandatory at law (such as under the Building Code), it may still be provided as a professional service.

Architects or Licensed Technologists authorized to offer services to the public will have a certificate of practice (CoP). They are referred to collectively as “CoP holders” or simply “holders”.

When embarking on a project to design and build, a residential client is making a commitment to a major investment in what may be to them an unfamiliar process. While it is possible to define a proposed residence broadly in terms of form and function, there are significant variables and questions needing attention. The chosen design professional will be a major determinant in answering these questions.

During the design of the residence, the holder becomes a major contributor to the project, serving as advisor, coordinator, technical manager, and translator of the client’s program of requirements into reality.

Services are rendered most effectively when a clear understanding exists between the holder and the client regarding respective obligations and responsibilities. This understanding is best accomplished by a thorough review of the scope of the project and the scope of the services to be provided (or not being provided) by the CoP holder, confirmed in a written contract.

Managing Expectations and Communicating with Residential Clients

A home is likely the single most expensive purchase most people make. For many residential clients, this may be the first time they are personally involved in a construction project. Clients need to understand the time commitment involved, the need for timely decisions, and the stress that may ensue. As a result, they may need more guidance than commercial or public-sector clients.

The financial investment in a new home may be the largest that a family will make. The emotional investment in the new home could be even larger. CoP holders should approach the client with emotional sensitivity. The CoP holder should be attentive to aspirations and expectations, especially if they are perceived to be unrealistic. This emotional investment may be a reflection of their expectations and affect which aspects of any communication receives the focus of their attention. Clients may believe that the new home project will resolve life challenges. CoP holders should ensure the clients understand they are designing a building to meet real world constraints (climate, codes, zoning, budgets) and are not responsible for the fulfilment of dreams.

Clients often bring to the design discussions images found on the internet or social media, or ideas and expectations gleaned from home improvement shows on television. Such involvement can be beneficial, but the ideas and expectations must be evaluated for consistency with the overall design concept, suitability for site conditions including the climate, and costs in relation to a realistic budget in the local market.

Communication is key to a successful project and requires the active participation of all involved. Clients may be unfamiliar with much of the vocabulary taken for granted in the design and construction industry. They may also be reluctant to admit a lack of clear understanding of the terms being used. This can have a negative impact on communications. Clients may need to be introduced to the specialty vocabulary of the design and construction industry. Where possible, limit use of industry jargon without being ambiguous. Ask the client to tell you what they have understood you to mean and then clarify as needed.

In expectation of saving money, some clients may not think they need to keep a CoP holder retained after a building permit is issued. It may be necessary to educate the client about the value added by continuing to work with an OAA member for both the design and construction contract administration phases. There are benefits in having a professional available to handle the unexpected, to answer questions, and to help evaluate changes proposed by the contractor or technical matters related to other consultants involved in the project. This should be discussed with the client at the outset of the project. Holders attract significant liability by visiting a site even once during construction. Appropriate compensation for performing site reviews and undertaking the associated liability should be addressed in the contract with the client.

Clients should also confirm with their lenders if third-party certification of construction progress will be required before funding is advanced.

Become Familiar with the Ontario New Home Warranty Program

The New Home Warranty Program was created pursuant to the *Ontario New Home Warranties Plan Act*, RSO 1990, c O.31 to protect new home buyers from the effects of poor workmanship, non-compliance with the Building Code, and other issues that may arise in home construction. The program may have specific implications for the project, including on the holder's scope of services and the owner's need to hire a registered builder. (The Program does not apply to renovations or additions to existing buildings.)

Responsibility for Ontario's New Home Warranty Program is split between:

- [Home Construction Regulatory Authority \(HCRA\)](#), which handles registration of builders; and
- [Taron Warranty Corporation \(Taron\)](#), which handles warranty provisions.

According to the HCRA website, "all new home builders and sellers are required by law to be licensed by the [HCRA]. It is illegal to build or sell a new home without a valid licence." Special rules apply to owner-builders.

If a holder becomes aware of a client hiring a non-registered builder, certain responsibilities may arise. In addition to contractual responsibilities to the client, holders have a duty of care to the public. Refer to Section 42 of [Regulation 27](#) for professional misconduct considerations.

For more information on the possible applicability of the New Home Warranty Program on the residential project, refer to the Taron and HCRA websites, as well as:

- [OAA Practice Tip PT.02](#), What Every Architectural Practice Needs to Know About Government Legislation; and
- [OAA Practice Tip PT.08](#), Participation in the Permit Process: Application for Building, Demolition or Conditional Permits.

Suggested Procedure

The following suggestions represent some of the issues requiring attention at the outset of a project.

1. **Consider an Initial Consultation:** An initial consultation with the prospective residential client can have tremendous value. This exploratory meeting can be used to determine and explore client expectations, establish a mutual comprehension of expectations, and discuss a rough estimate of the likely construction budget (the amount the client is prepared to spend on the construction itself) and a rough estimate of construction cost. A discussion of the overall project cost which could include variances, permits and approvals, bridge financing, land surveys, title searches, new furnishings and appliances, etc., in addition to the construction cost and design fees is appropriate.

The prospective client must be made aware in advance if a fee is associated with this consultation.

This is also an opportunity to help clients understand that many aspects of the project are beyond the control of the CoP holder and project team. This particularly applies to approvals by municipalities and other authorities having jurisdiction, performance of and time taken by the client's other consultants, manufacturers, suppliers, and contractors.

2. **Discuss Use of a Retainer:** The retainer's need and purpose should be expressly established. Clearly state (ideally in writing) the retainer's dollar value and that services will not commence until the retainer is paid. The client should be aware of when and how the retainer will be applied. Typically, as in Article A22 of the OAA 600-2021, the retainer is applied to the final invoice once the contract is completed or terminated with any unexpended amount of such retainer then returned to the client.
3. **Establish the Scope of Services:** Establish the level of professional service adequate for the project and then negotiate a fee commensurate with the services to be provided. See, for example, Schedule 2 – Basic Services and Schedule 3 – Additional Services to the OAA 600-2021 or OAA 800-2021. Do not tailor services to meet your residential client's proposed fee if the resulting scope of services is less than that of a prudent holder, less than required to properly meet the needs of the client, or less than required to protect the public interest.

It is also helpful to establish items such as the maximum number of design iterations that will be prepared, the maximum number of meetings to be attended, the number of hours to be spent in preparation for and in presentation to various authorities having jurisdiction, and the minimum number of site visits required. Exclusions from the scope of services should also be expressly articulated. Hourly rates should be established for extra services required beyond that agreed to in the contract. See, for example, GC04 of the OAA 600-2021.

4. **Use of Standard Contract to Document Expectations:** To protect both parties (client and design professional), document everything in writing and leverage a standard architectural services contract for signature. The OAA recommends use of the free OAA Contract Suite, such as [OAA 600](#), Standard Form of Contract for OAA Licensed Member Services (the Architect or Licensed Technologist version as appropriate). You may also want to consider [OAA 800](#), the standard short-form contract.

If the client requests that your practice carries subconsultants (engineering, interior design, landscape), use of [OAA 900](#), OAA Standard Form of Subcontract Between Licensed Member and Subconsultant is recommended for the holder's engagement of such subconsultants.

Note: The schedules and appendices in the OAA Contract Suite 2021 are an excellent tool for discussing with the client the typical phases and services that are involved in a project which a holder may or may not provide.

5. **Establish the Budgets and Timeframes:** A clear understanding of the envisaged project relative to their budgets and timeframes is important to clients. At least two distinct budgets should be established. The first being the design budget consisting primarily of consultants' fees and various fees for approvals by authorities having jurisdiction. The second being the construction phase budget. Whether prepared internally or with a subconsultant, provide your client with a realistic estimate of construction cost (including design and construction contingencies), prepared with a level of precision commensurate with the information available at the time. It is recommended that the client have a third budget for furnishings, appliances, equipment, moving expenses and other costs which are not normally part of the design or construction budgets.

Discuss with the client that approvals by authorities having jurisdiction, including municipal approvals, are not a foregone conclusion and will proceed on their own timelines. Neither the approval nor the timeline are under the control of the design team.

Advise the client of the impact of contemplated adjustments or changes as they arise (including any impact on project start time, duration, construction costs, approvals, and professional fees.) See, for example, the terms relating to budget, estimates and construction cost in GC06 of the OAA 600-2021.

6. **Finalize the Fees:** When finalizing the contract, clearly indicate the professional services being offered along with associated fees. Equally important is an explicit indication of the services not being provided. If the contract is silent, it may be held that a reasonable client could expect a service to be provided even if there is no identified fee in the schedule for that service. Fees such as hourly rates to be applied for any extra services, such as those required to address unforeseen changes and delays, should also be clearly set out.

The design process led by the holder is a collaboration involving all the consultants that is constrained by applicable law and the requirements of the authorities having jurisdiction. Alterations and changes during the process often occur due to unforeseen site conditions, changes in applicable law, and changes in scope or design requested by the client. To avoid disagreements concerning intent often accompanied by greater costs than expected, ensure every item is discussed, properly understood, and documented when they first arise.

7. **Sign the Contract:** On a residential project, the ownership of the project may not be straightforward, and it is recommended that legal ownership of the property be confirmed by review of the registered title (i.e., of the Property Identification Number). Where there are multiple registered owners of the property, each of the owners should sign and be jointly and severally bound by the terms of the architectural services contract.

Sometimes, clients are hesitant when it is time to sign the contract, but this is an important threshold to achieve and important to protect the holder's rights, including its right to payment for services performed. There may be pressure to get the design underway for various reasons including meeting the client's desired schedule. Each practice will have to judge for themselves how much service to provide after negotiations are concluded but before the contract is signed.

Best practice is to have a signed contract before beginning design services, so that the terms of the holder's engagement are clear and not subject to debate, but, where this is not possible, it is recommended that the holder make clear in writing that its performance of services is predicated upon the terms of the current form of contract. The holder should also expressly identify when the performance of the services will stop if the contract is not executed. These understandings should be communicated in writing and, if necessary, can be confirmed in a letter of intent or other form of written agreement. Where a letter of intent or other form of "preliminary" agreement is contemplated, it is recommended that the holder obtain independent legal advice to ensure protection of the holder's rights under any such agreement.

8. **Maintain Clear Lines of Communication:** At the start, establish clear lines of communication and finalize essential issues such as program, budget, forms of project delivery and construction contracts, milestones, and significant deadlines. Whenever possible, such communications with the client should occur or otherwise be recorded in writing.

9. **Obtain Direction Only from a Single Source:** This is particularly important if the client is a couple, a family, or a partnership. Have one of them designated in writing as the owner's representative and take instructions only from that individual. This will avoid inconsistent or contradictory instructions from different individuals and reduce the likelihood of disputes over scope and fees.
10. **Keep Accurate Records Throughout the Project:** Confirm to your client in writing all instructions they have given you. Memory failure, unrealistic expectations, incomplete understanding of events, and lack of proper documentation can cause many anxious moments. Contemporaneous documentation has been cited by the courts as being critical when trying to establish or defend a holder's position.
11. **Provide Guidance Throughout Your Scope of Services:** Guidance does not need to be provided related to phases of the project or for services that are not in the scope of services to be performed by the holder.

Not all residential clients realize how complicated design and building processes are. Never assume that a client understands architectural and building terminology, can read and understand drawings, or visualize the final product from them. They may not know which questions to ask. Communicate fully, confirm what the client has understood. Be prepared and willing to listen carefully and understand your client's concerns. Seek confirmation by clearly communicating your understanding of what the client says or is asking, and any solutions proposed. Whenever possible, such communications with the client should occur or otherwise be recorded in writing.

12. **Choices of Materials and Impacts on Durability and Maintenance:** A well-designed residence can be built efficiently and economically. The selection of materials, systems, and design solutions are interrelated. Contractors may suggest changes that will make it cheaper or more efficient to construct the residence, but without necessarily having evaluated other impacts of the proposed changes, such as on the project's durability or long-term operating costs to be borne by the either the client (or owner of the property). All proposed changes should be properly reviewed by both client and CoP holder.
13. **Holder's Role in the Permit Process:** Refer to [OAA Practice Tip PT.08](#) (Participation in the Permit Process - Application for Building, Demolition, or Conditional Permits) for a discussion of the appropriate role of the holder in assisting the client.
14. **Selection of a Contractor:** The selection of a contractor is the client's responsibility. Holders may assist the client in comparing bids and identifying missing or incomplete information. Holders may comment on experience with a contractor, noting that past performance is no guarantee of future performance. The client is entering into a relationship with the contractor which will impact the quality of the project and the stress experienced by the client. Bid price should not be the only consideration in the selection of the contractor.

Holders may also comment on the suitability of a contractor but should not make the actual selection. Doing so may leave the holder liable should the contractor perform poorly. If irregularities arise in the selection process, explain the issues involved and suggest the client seek the appropriate legal, accounting, or other advice. Whether any bid is acceptable under Contract A/Contract B considerations or is substantially compliant requires a legal determination that should not be made by a holder. By this time, the owner should have determined whether the requirements of the Ontario New Home Warranty Program apply.

15. **Holder's Participation in the Construction Phase:** If you are retained to provide construction contract administration (office or field services) during construction, communicate clearly the extent of those services and what is not being provided. The client should understand that you are not responsible for the contractor's performance or lack thereof. Should the contractor fail to carry out the work in accordance with the construction documents, that is the contractor's responsibility.

Caution: As the design professional, the holder should guide the determination of the minimum number of site visits and their frequency based on the needs and complexity of the project. This decision is best made using professional judgment, rather than being dictated by the client. Site visits should be scheduled strategically in alignment with the progress of the work to ensure meaningful observation. Agreeing to conduct visits solely on an “as requested” basis may compromise the holder’s ability to provide appropriate oversight.

Moreover, even a single site visit focused on a specific issue may carry broader implications, potentially creating liability for all visible aspects of the construction at that time. CoP holders may be liable for what could have been seen at the time of a single site visit even if it was not the subject matter of the visit, or if the CoP holder had not been formally contracted to provide general review or any site services. Ensure your compensation reflects the liability exposure.

Definitions

“**General review**,” in relation to the construction, enlargement, or alteration of a building, means an examination of the building to determine whether the construction, enlargement, or alteration is in general conformity with the design governing the construction, enlargement, or alteration, and reporting thereon; (“examen de conformité”) from *Architects Act*, Section 1, “Definitions.”

Note: “general review” as a term applies whether the service is mandatory at law, such as under the Building Code or provided as a contract option. When providing general review, the requirements do not vary depending on the occupancy classification of the project or if general review is mandatory or a contractual responsibility. In all cases, the performance standards are as set out in Regulation 27, Section 50.

Useful Resources to Share with Clients

[“Working with an Architect” on OAA Website](#)

Home Construction Regulatory Authority (HCRA)

Tarion Warranty Corporation

References

Architects Act and Regulation 27

[Professional Requirements for the Built Environment in Ontario](#)

OAA Contract Suite and Guides

OAA Contract Change Form Template

Practice Tip PT.02 What Every Practice Needs to Know About Government Legislation

Practice Tip PT.05 Building Code and Non-Code Related Matters

Practice Tip PT.08 Participation in the Permit Process - Application for Building, Demolition or Conditional Permits

Canadian Handbook of Practice for Architects (CHOP)

RAIC - [A Guide to Determining Appropriate Fees for the Services of an Architect](#)

[Mastering the Business of Architecture](#) (MBA)

The OAA does not provide legal, insurance, or accounting advice. Readers are advised to consult their own legal, accounting, or insurance representatives to obtain suitable professional advice in those regards.

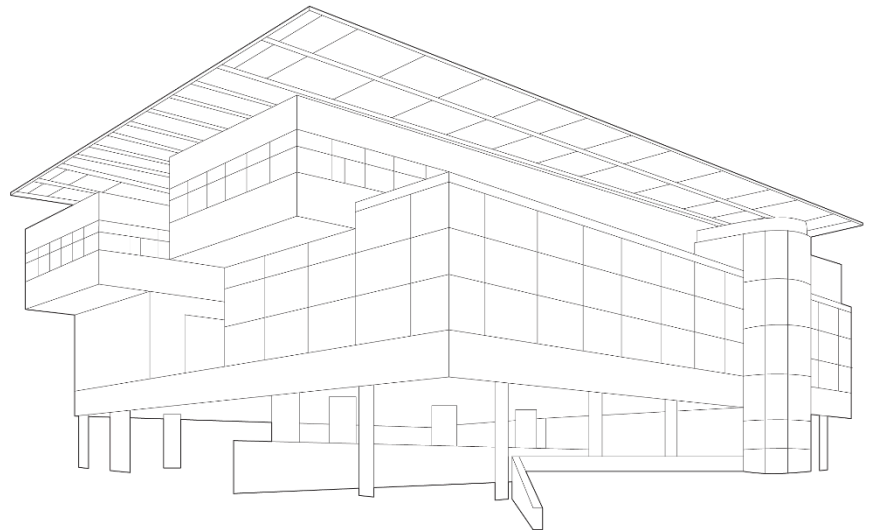
President's Log

Date	Event/Meeting	Location	Attendees	Time
January 22-23	Annual Planning Session	Toronto	w/Council, staff	
January 26	Landscape Design Meeting	virtual	w/J.Lobko, Ja Architecture, K.Doyle, A.Holder	11:00 a.m. - 1:00 p.m.
January 29	Landscape Design Meeting	virtual	w/J.Lobko, Ja Architecture, K.Doyle, K.Armbrust	9-10:00 a.m.
January 29	President/Executive Director Meeting	virtual	w/K.Doyle	12-12:30 p.m.
February 3	SVP & Treasurer Orientation	virtual	w/A.Richter, K.Doyle, M.Walsh	11:00 a.m. - 12 noon
February 4	Society Chairs/Council Liaisons Orientation	virtual	w/Society Chairs, Council Liaisons, K.Doyle, C.Mykytyshyn, A.Holder	11:00 a.m. - 12 noon
February 4	Landscape Design Meeting	virtual	w/J.Lobko, Ja Architecture, K.Doyle, K.Armbrust	1-2:30 p.m.
February 5	PGR Staff Meeting	virtual	w/S.Trotta, E.Walsh	11-11:30 a.m.
February 5	President/Executive Director Meeting	virtual	w/K.Doyle	12-12:30 p.m.
February 11	Governance Committee	virtual	w/Committee members	2-4:00 p.m.
February 12	Building Committee	virtual	w/Committee members	9-10:30 a.m.
February 12	President/Executive Director Meeting	virtual	w/K.Doyle	12-12:30 p.m.
February 12	OPEN Building/TEUI Launch	virtual	w/attendees	6:30 p.m.
February 13	Pro-Demnity Finance & Audit Committee Meeting	virtual	w/Committee members	9:00 a.m. - 1:00 p.m.
February 19	President/Executive Director Meeting	virtual	w/K.Doyle	12-12:30 p.m.
February 24	Pro-Demnity Board Meeting	virtual	w/Pro-Demnity Board	8:30 a.m. - 12:30 p.m.
February 26	OAA Jury Day	Toronto	w/Jury members, staff	8:30 a.m. - 4:00 p.m.
March 2	Prep for March Council Meeting	virtual	w/K.Doyle, C.Mills	2-3:00 p.m.
March 4	Pre-Council Dinner	Toronto	w/Council	7-9:30 p.m.
March 5	Council Meeting	Toronto	w/Council, staff	9:30 a.m. - 3:00 p.m.

Executive Director Report to Council

MARCH 2026

FOR COUNCIL MEETING
March 5, 2026
(open)
ITEM: 6.2



PRESENTED BY

Kristi Doyle

Thank you to members of Council and the OAA's many volunteers for sharing your valuable time and leadership. The OAA could not carry out the work that we do without the participation of the profession.

The Executive Director's Report to Council provides an overview of key **operational milestones, opportunities, and challenges**, in addition to activities of note for not covered elsewhere in the agenda.

The report also outlines progress on the OAA's 5-year Strategic Plan and the 4 strategic objective pillars:

OAA Strategic Plan



Regulatory Leadership



Governance and Operations



Member Competency



Public Education

Members of Council and the OAA staff team participated in a productive planning session on January 22 and 23 at the OAA Headquarters. The annual session included governance training as well as the usual year-end report on achievements towards the OAA's 5-year Strategic Plan. The OAA's 2025 Annual Report will be issued shortly and will provide an outline of those accomplishments and association activities.

This year's Annual General Meeting will be held on April 15, 2026. The agenda, accompanying materials, and information on how to participate will be sent to all those with OAA status no later than Wednesday, March 25. Registration will be required to attend virtually and to vote.

Recognizing that 2026 is the final year of the OAA's 5-year Strategic Plan, Council has agreed to consider the timing and format of the OAA's next strategic planning exercise later this spring.

Operational & Administration Matters

A number of key activities have been the focus of OAA operations following the January election of officers and appointment of OAA Council members to the various OAA committees.

Annual Committee Orientation

With the guidance of the OAA Staff Team, most committees have had the opportunity to hold their first meetings of the year and set a schedule of meetings for the remainder of 2026. Annual orientation was the first item of business for most committees, as well as establishing the individual committee workplans. Committee workplans are a direct reflection of their terms of reference as well as being aligned

with the OAA's 5-year Strategic Plan. New Members-at-Large, recently appointed by Council, were also welcomed to their respective committees.

Finance Activities

In keeping with this time of year, Finance, OOTR and administration staff have been focused on the annual fee renewals process, as well as licensing new members. At the start of each new year, there generally is an influx of new members who may have chosen to wait for the start of the renewal period, as well as applications following the release of the ExAC results.

Year-end Audit

The 2025 annual audit was completed on February 18, 2026, with presentation of the draft audited financial statements and auditor's report to the Finance and Audit (F&A) Committee. The audited financial statements will be presented to the Council at the March meeting for review and approval. Once approved, the audited financial statements will be shared with the membership as a component of the business for the Annual General Meeting of members.

OAA's Architectural Societies

The annual orientation session for the local Society Chairs and Councillor Liaisons was held on February 4 via Zoom. It is anticipated that scheduling will begin shortly for the President's annual visit to each of the societies later this year. A schedule for the bi-monthly Zoom meetings amongst the Society Chairs and Councillor Liaisons has also been set for the year. These meetings are informal and facilitate a valuable opportunity for sharing, networking and collaboration.

IMIS – Database upgrade

After carefully considering several factors, a decision has been made to further delay the OAA database upgrade until mid-year. This decision allows time for more testing and the appropriate quality assurance measure to be conducted before making the final transition. The delay does not affect current operations or functioning of the various components to which IMIS is the engine.

Website Radius Search

The OAA Website's new 'radius search' option is almost complete and should be launched shortly. This new function, under the 'OAA Directory,' will refine search options for architectural practices with a specific radius tied to postal code.

Conference 2026

The OAA staff team has ramped up efforts in relation to OAA Conference 2026 as we transition from planning mode to implementation. Online registration launches on March 24 at 2 pm, following the virtual keynote with cognitive neuroscientist, Dr. Colin Ellard. Registration is available now for the free keynote event.

Staff Meetings

Weekly 'staff chats' continue, with all staff participating in regular peer-to-peer learning opportunities.

On February 4, I conducted a peer-to-peer for OAA staff regarding the OAA's Strategic Plan and reviewed materials presented to the Council as part of the annual

planning session, specifically accomplishments that furthered the Plan in 2025 and 'what's on the books' for 2026.

Staff celebrated Black History Month on February 24 with a presentation from the OAA's operations team.

Relationship Building

OAA Technology Program (OTP)

Following my correspondence to the heads of the Architectural Technology programs within the Ontario College system, Office of the Registrar staff have also reached out to facilitate sharing of information about the OTP and the Licensed Technologist designation, as well as gathering additional information about each of the school programs.

Construction & Design Alliance Ontario (CDAO)

On March 6, I will attend the next meeting of the Board of CDAO. The agenda for the CDAO's 2026 Procurement Day on April 30, 2026, is being finalized and invites will be sent shortly. The target audience will include procurement professionals, municipal and provincial government officials, lawyers, and others involved in procurement across the province. The focus of the event is the CDAO's *Guide to Design and Construction Procurement Best Practices*.

National Activities

Regulatory Organizations of Architecture in Canada (ROAC)

The next meetings of ROAC will take place in Montreal on April 24 and April 25. Vice President Vilardi will be attending as the OAA representative to the ROAC Board, along with OAA Registrar Christie Mills and me.

Mutual Recognition Agreements (MRA)

The long-anticipated announcement from the Federal Government regarding final approval of the MRA with the Architect's Council of Europe and ROAC was issued on January 19, 2026. The ROAC Website has been updated accordingly with this information and a formal communication on behalf of the Canadian Architectural Regulators via ROAC will be issued shortly. This MRA is appended to the Canada-European Union Comprehensive Economic and Trade Agreement (CETA).

Office of the Registrar Statistical Report

REPORTING PERIOD January 1 to February 17, 2026

FOR COUNCIL MEETING
March 5, 2026
(open)
ITEM: 6.3

PRESENTED BY

Christie Mills

The Registrar's Report to Council provides an overview of key statutory matters and statistics, both ongoing and planned. Items of regulatory importance to the Association include information on the activities of the following:

- The Experience Requirements Committee (ERC).
- The Complaints Committee.
- The Discipline Committee.
- The Registration Committee.
- Act Enforcement.
- Correlated Legislative Matters.

The report also provides statistical information regarding:

- OAA membership and OAA status composition.
- Licence and limited licence applications.
- OAA certificate of practice composition.
- Certificate of practice applications.
- Growth statistics of the above.

The Association's principal objective is to protect users and potential users of professional architecture services by governing its licensed members, including holders of certificates of practice and temporary licences, so that the public can be confident OAA members are appropriately qualified and meet the requirements at law to practise architecture. As a self-regulated professional organization, the OAA is authorized by the Government of Ontario, under provincial statute to establish, monitor, and enforce standards of practice and performances for its members and practices. For the purpose of carrying out these objectives, the Association relies on statutory committees and processes; the statistics of which are highlighted below.

Annual Orientation and Training

The statutory committee training series kicked off this February with a coordinated effort to strengthen governance and oversight across all committees. For the first time, the Deputy Registrar led a comprehensive training session for all statutory committees on February 13, setting a strong foundation for alignment and shared expectations. Earlier that week, on February 10, the Experience Requirements Committee (ERC) training was successfully delivered by outside legal counsel, Paul Davis, providing focused guidance tailored to ERC responsibilities. The committee training will continue on February 25 with the Discipline Committee and Registration Committee training led by outside legal counsel, Jean Claude Killey, and will conclude on February 27 with the Deputy Registrar facilitating the Complaints Committee training. Together, these sessions reflect a clear commitment to consistency, clarity, and effective committee operations.

Experience Requirements Committee (ERC)

Upon referral, the Experience Requirements Committee determines if an applicant has met the experience requirements prescribed by the regulations forming part of the eligibility requirements for the issuance of an OAA licence or limited licence.

As per Section 13(3)b and 13.1(3)b of the *Architects Act*, the Registrar, on their own initiative, can (and on the request of an applicant, *shall*) refer an application for the issuance of licence or limited licence to the ERC for a determination as to whether the applicant has met the experience requirements prescribed by the regulations for the issuance of licence or limited licence. Additionally, the Committee will determine as to whether the applicant has met the experience requirements prescribed by the regulations for the issuance of licence or limited licence in matters related to [Exemption Requests to Council](#) as set out in Section 33 of the regulations.

- To date, four (4) assessments have been scheduled for 2026. One assessment is for an applicant using international experience gained prior to enrollment in the IAP (IAP-CI) and three are related to exemption requests to Council.
- Two enquiries have been received but not yet scheduled pending confirmation of interviewee availability.

Complaints Committee

As the regulator of the practice of architecture in Ontario, the OAA handles complaints regarding the conduct or competency of a member or practice of the OAA.

The [Architects Act, R.S.O. 1990, c. A.26](#) prescribes the complaints process to ensure the public interest in Ontario is served and protected. A complaint may be made if there is concern a member of the OAA (Architect, Licensed Technologist, a holder of a certificate of practice, or holder of a temporary licence) has contravened the *Architects Act* or has engaged in professional misconduct as set out in the regulations (R.R.O. 1990, Reg. 27, s. 42).

Below are the Complaints Committee statistics for the reporting period:

Total Inquiries ¹	8
Total Complaints Opened During Period	1 ²
Active Complaints with a CC Panel	2
Held in abeyance	0
Preliminary Review Stage	0
Closed	
Not referred (dismissed)	3
Not referred (withdrawn)	0
Not referred (caution)	0

¹ Any communication about a member's professional misconduct. This number includes matters that has since been referred to complaints, however, not all complaints began as inquiries.

² 8 of the complaints opened were for Continuing Education Cautions.

Referred to Discipline	0
Registrar’s Investigations ³	0
Good Character Investigation	1

Discipline Committee

Discipline decisions are the result of hearings conducted by a tribunal comprising two senior members of the OAA and a Lieutenant Governor in Council Appointee (LGIC) from the Discipline Committee. The Discipline Committee hears allegations of professional misconduct against members of the Association, holders of a certificate of practice, or holders of a temporary licence.

Allegations may arise through:

- referral of a matter by the Complaints Committee; or
- Council directing the Discipline Committee to conduct a hearing into allegations of professional misconduct in a specific situation.

The following are the statistics for 2025:

1. There are nine (9) matters to be scheduled in 2026 – although three may proceed as a combined hearing in accordance with Section 9.1 of the *Statutory Powers Procedure Act* (TBD).
2. One (1) case is scheduled for February 26, 2026.

Registration Committee

When the Registrar proposes to refuse (Notice of Proposal (NoP)) an application for licence, limited licence, certificate of practice or temporary licence; proposes to suspend or revoke a certificate of practice or temporary licence; or, proposes to issue a licence, limited licence, certificate of practice or temporary licence with terms, conditions and limitations, the applicant may request a hearing before the Registration Committee. The Committee hears the matter and makes a determination as to the proposal by the Registrar.

The hearing is held before a panel of three members of the Registration Committee. A Registration hearing is not an appeal and is not a review of the decision made by the Registrar. A hearing is an opportunity for an applicant to present evidence in support of their application. The applicant bears the onus of satisfying the Registration Panel, on reasonable grounds, that they meet the requirements of the Act and the regulations for the purpose of issuance of a licence, limited licence, or certificate of practice.

The [OAA website](#) dedicated to the Registration Committee includes recent requested hearings and the associated hearing dates. This aligns with the expectations of the [Statutory Powers Procedure Act, R.S.O. 1990, c. S.22 \(ontario.ca\)](#) and infuses more

³ Not yet referred to complaints

transparency on the OAA website. Committee Decisions and Reasons are also posted for any hearings resulting in a decision and order to issue a licence.

On July 5, 2024 the Chair of the Registration Committee ordered that further scheduling of Registration hearings be suspended until the Notice of Motion advanced by the AATO is resolved. This decision was communicated to all hearing applicants on July 8, 2024. In the Fall of 2025 independent legal counsel reconfirmed the Chair's position on the scheduling of hearings.

The Registration Committee statistics for the reporting period are as follows:

- Twenty-five (25) hearings are to be scheduled.

Act Enforcement

The Act restricts the practice of architecture to members of the OAA providing professional services through a certificate of practice issued by the OAA. The practice of architecture includes:

- the preparation or provision of a design to govern the construction, enlargement, or alteration of a building;
- evaluating, advising on, or reporting on the construction, enlargement, or alteration of a building; or
- the general review of the construction, enlargement, or alteration of a building.

It is an offence for an unlicensed person (including a corporation) to use the term "Architect" or "Licensed Technologist". It is also an offence to hold oneself out as engaging in the practice of architecture without a licence or limited licence issued by the OAA.

Misrepresentation of a protected title and misleading claims or advertising (inadvertently or purposely) could lead the public to conclude they would be receiving architectural services from a licensed and regulated professional.

The OAA's regulatory mandate includes acting against those unlawfully providing architectural services. The *Architects Act* and its regulations outline specific exceptions, but outside of these, the OAA may take legal action. The OAA will investigate when a possible infraction is brought to its attention. If it appears illegal practice has occurred, the OAA may do one or more of the following:

- Send an inquiry letter advising of the concerns and request specific corrective action. This is a common first step in the case of misrepresentations.
- Request the individual sign an undertaking and covenant agreement, which includes an acknowledgment of the breach of the *Architects Act* and agrees to compliance in the future.
- Pursue financial damages or injunctive relief through the courts.

Below are the act enforcement statistics for the reporting period:

New matters received for reporting period	6
Active files/ Ongoing investigations	3

Resolved by Legal Counsel	0
Resolved by OOTR for reporting period	1
Unable to locate	2
No breach found	0
Injunctions (ongoing)	0
Injunctions (resolved)	0

Correlated Legislative Matters

Office of the Fairness Commissioner

The Fairness Commissioner assesses the registration practices of [regulated professions and trades](#) in Ontario to make sure they are transparent, objective, impartial and fair for anyone applying to practise their profession in Ontario.

The Office of the Fairness Commissioner (OFC) supports the Fairness Commissioner in acting on the mandate set out in the [Fair Access to Regulated Professions and Compulsory Trades Act, 2006](#) (FARPACTA) and the [Regulated Health Professions Act, 1991](#) (RHPA).

Under this framework, the OFC assesses each regulator’s operations against five risk factors that may impede the regulator’s ability to apply fair registration practices for the licensure of domestic and internationally trained applicants; the five risk factors are set out below:

1. Organizational capacity.
2. The overall control that a regulator exerts over its assessment and registration processes.
3. The impact of major changes to registration practices and relations with third-party service providers.
4. The ability of the regulator to comply with newly introduced legislative and / or regulatory obligations.
5. Public policy considerations:
 - a. Addressing labour market shortages.
 - b. The ability to promote inclusion and address anti-racism concerns in registration processes.

The OAA submitted its 2024 RICF report to the OFC March 10, 2025; the report is posted to the [OAA website](#) as per the FARPACTA requirements. The Office of the Registrar will begin work on the 2025 RICF early in 2026 (due March 31, 2026).

FARPACTA Recent Amendments

Changes to the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA) create legal obligations for professional regulators in Ontario.

Third Party Service Providers

Regulated professions that use third-party organizations to assess qualifications must ensure that these assessments are conducted impartially, transparently, fairly, and objectively. To do this, they must enter into formal agreements with third-party assessors, outlining key responsibilities and processes.

For OAA purposes it is reasonable to expect the OFC will consider the CACB, ROAC (ExAC) and NCARB (AREs) to be third party service providers to the OAA. The OAA engaged SML to draft MOU templates for sharing with the OAA's TPSPs. As of January 1, 2026, the MOUs have all been reviewed and signed back by all parties.

Alternative Documentation Policy

A regulated profession must have a policy outlining acceptable alternatives to required documentation when applicants cannot obtain it for reasons beyond their control. The policy must define what constitutes a reasonable alternative, specify processing timelines, and meet any regulatory requirements.

The alternative documentation plan must be submitted to the Fairness Commissioner for review and updated if circumstances change. Before implementation, the profession must respond to any input from the Fairness Commissioner and, if required by regulations, obtain approval or make necessary changes as directed.

Following Council's September 2025 review and approval, the OAA's draft Alternative Document Policy was shared with OFC staff for preliminary review and feedback. Feedback was received October 1, 2025, which indicated that the Policy addressed the FARPACTA requirements and included a best practice recommendation which OAA staff has subsequently incorporated.

On January 22, 2026, the OAA received formal approval of its Alternative Documentation Policy from the Fairness Commissioner. OAA staff are undertaking the necessary administrative and operational tasks for implementation.

Parallel Processing Plan

The parallel processing expectations require that regulators in Ontario develop a plan addressing how it will enable multiple registration processes to take place concurrently - especially where applicants experience delays.

A regulated profession must submit its parallel processing plan to the Fairness Commissioner for review. If there are any changes that may impact the plan, it must be updated and resubmitted. Before implementing a new or revised plan, the profession must respond to any input from the Fairness Commissioner and, if required by regulations, obtain approval or make any necessary changes as directed.

Following Council's September 2025 review and approval, the OAA's draft Parallel Processing Plan was shared with OFC staff for preliminary review and feedback. Feedback was received October 2, 2025, which indicated that the Plan addressed the FARPACTA requirements in all but one area where the requirement was considered only partially met. Specifically, the requirement for robust communication and information resources for applicants. To address this deficiency the OFC suggested the following:

With regards to ensuring applicants have the necessary information, the OAA has acknowledged deficiencies in its current communications with regards to opportunities to seek recognition of international work experience. Given the scope of the plan and these past challenges with clear and effective

communication, the OFC suggests developing a robust communications and change management plan, including consultation and engagement with applicant facing groups. This is a best practice associated with successfully implementing major change initiatives.

In response to this advice, OAA Communications Manager, Erik Missio, expanded the information in the Plan to incorporate a detailed communication strategy (this edit was shared with Council November 2025).

On January 28, 2026, the OAA received formal approval of its Parallel Processing Plan from the Fairness Commissioner. OAA staff are undertaking the necessary administrative and operational tasks for implementation. Items requiring further consideration by Council will come forth as Council memos for review and approval. However, since the Commissioner approved the Plan with no recommended changes (except follow up reporting about implementation) staff is moving forward with the items previously approved by Council in September 2025.

As a follow up the Fairness Commissioner's attendance at a Council meeting in June 2025, a meeting between the President and the Commissioner took place on November 20, 2025. The main topics of concern during the meeting were the OAA's ability to viably comply with the prohibition on Canadian experience as a requirement for licence and the time it takes to become licensed for internationally trained individuals. Arising from this meeting was an OAA commitment to research and propose a "practice eligibility route" program for individuals with substantial equivalence to the requirements for licence. The Office of the Registrar is actively working on this research inclusive of an environmental scan of other regulators that have similar programs that assess competency in conjunction with alternative qualifications (competency-based assessments). Staff is targeting the June 2026 Council meeting for the delivery of a draft program proposal.

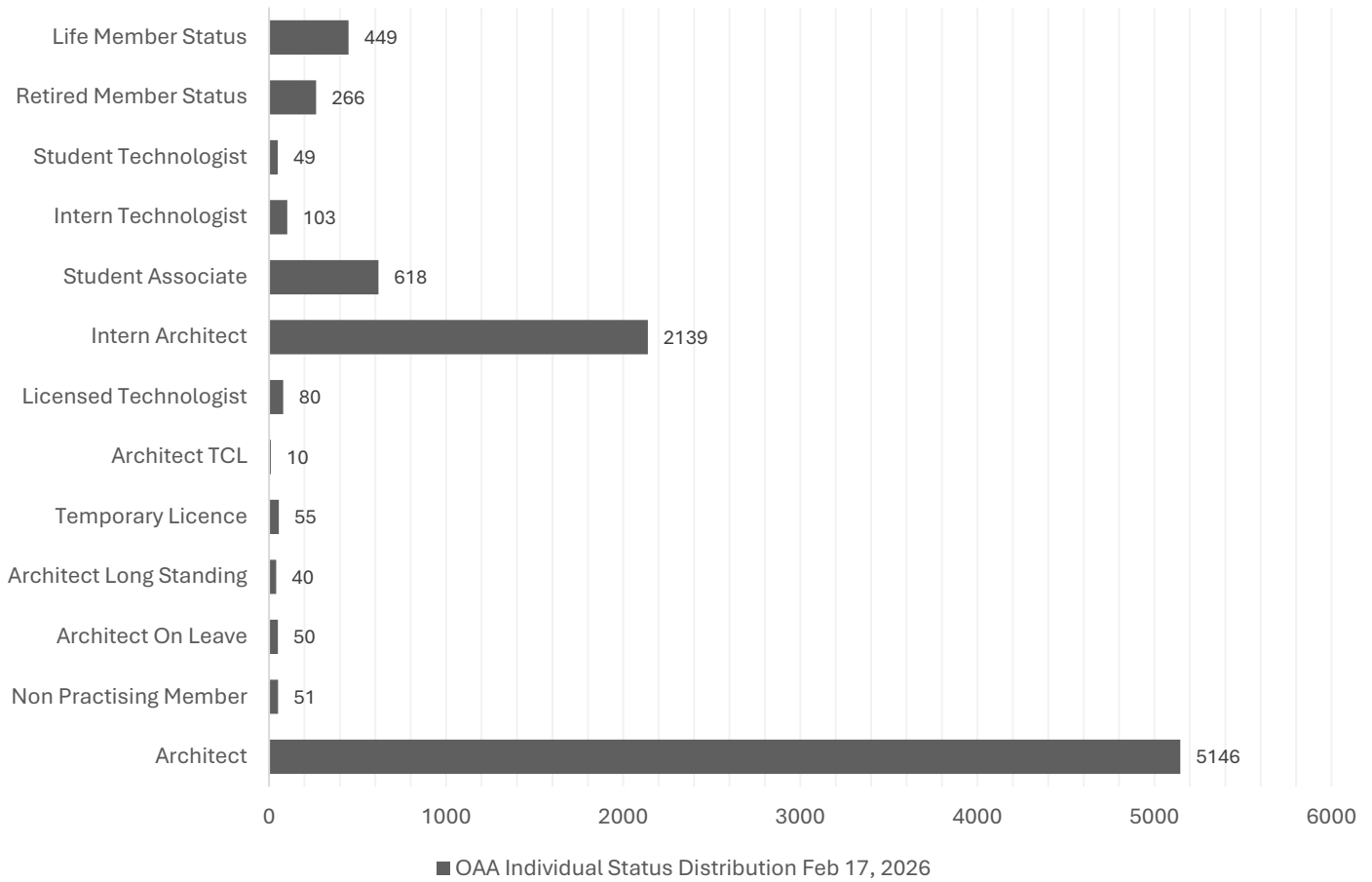
The Office of the Registrar, the Policy and Government Relations Manager and the Executive Director will continue to monitor the ongoing developments under FARPACTA.

Office of the Registrar Statistics

Below are the OAA community statistics for the reporting period, indicating current records as well as changes over the year. The OAA community includes members as defined by the *Architects Act* as well as prescribed as classes of persons whose interests are related to those of the Association as defined by the regulations.

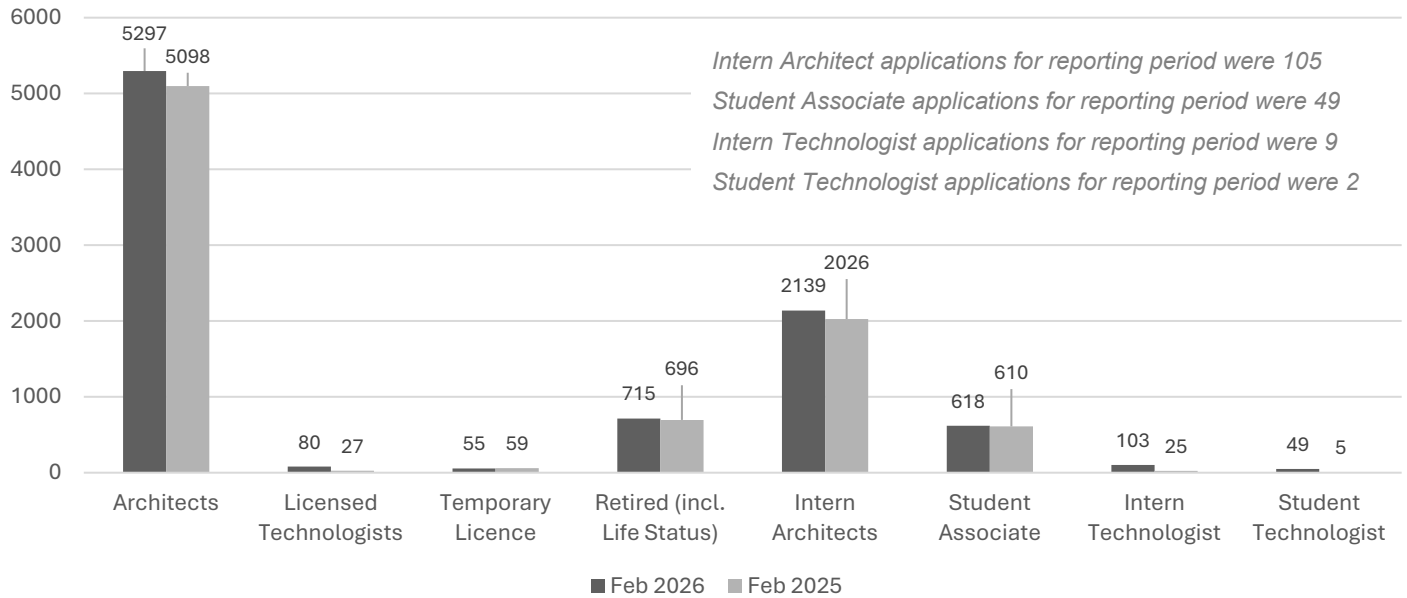
OAA Members and Status Holders

OAA Individual Status Distribution February 17, 2026



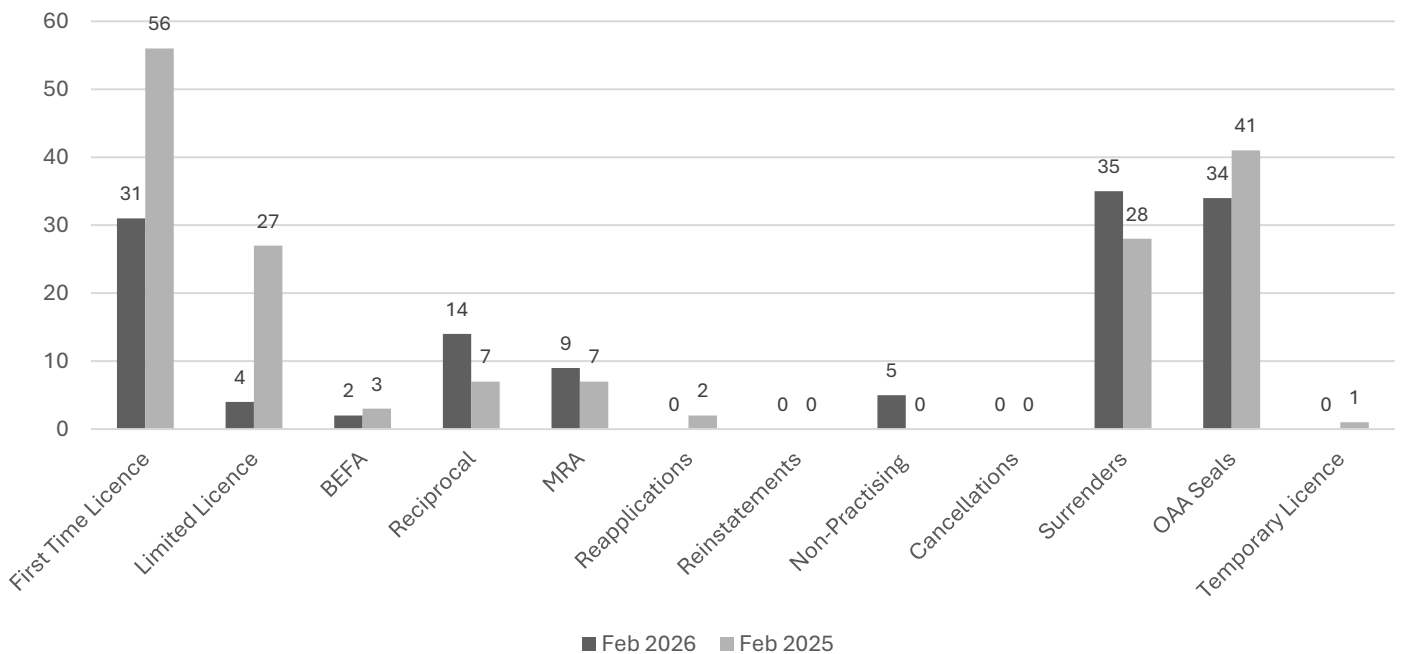
Growth in Individual Status

Reporting Period Growth in Individual Status Year over Year



Licence and Limited Licence Applications

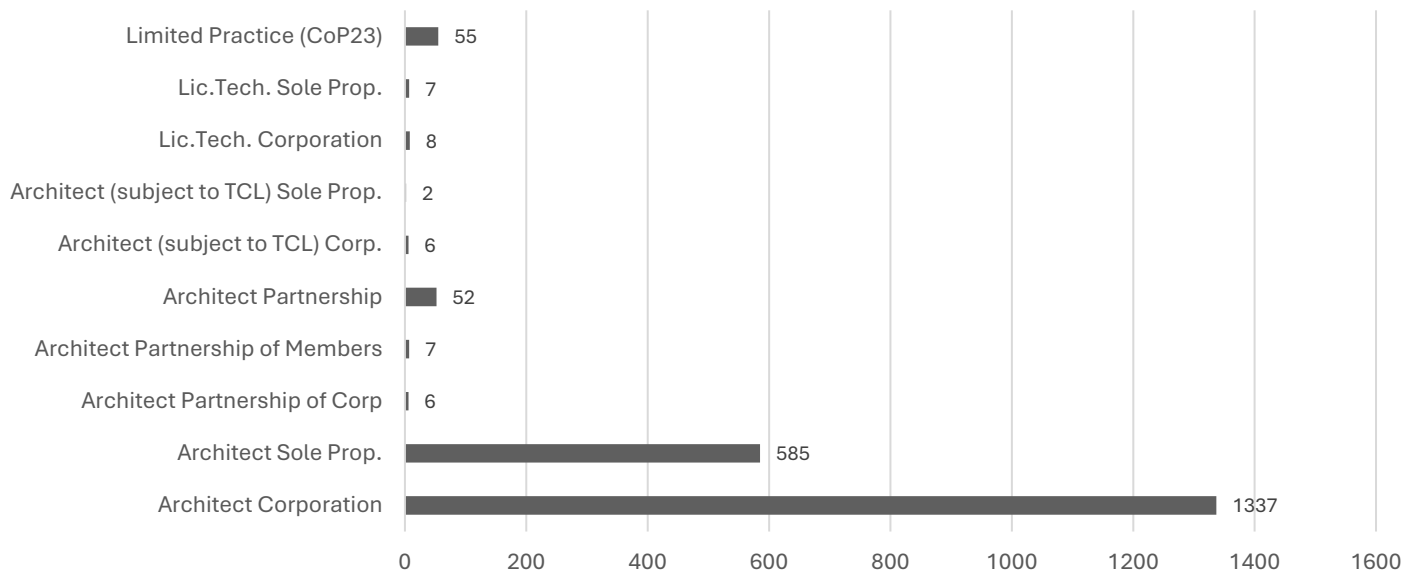
Reporting Period Approved Application Trends Year over Year



- Total applications received for the reporting period was 72, total approved 65.
- Of the 31 first time licence applicants, 9 were internationally educated applicants.

Certificate of Practice

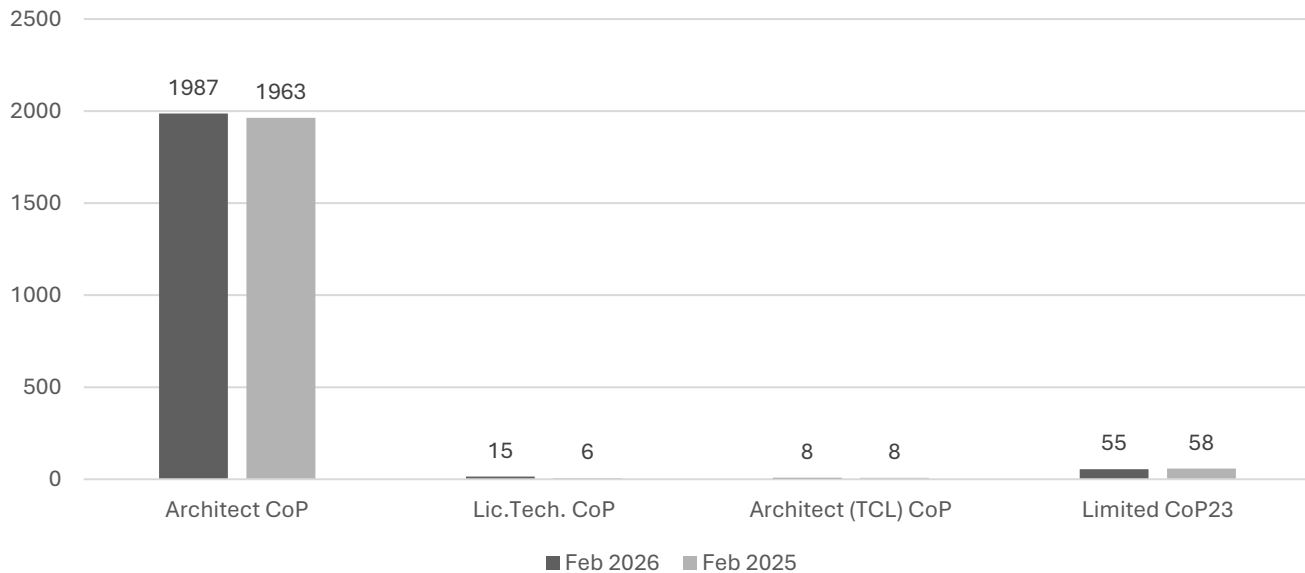
OAA Certificate of Practice Distribution as of Feb 17, 2026



* TCL refers to "subject to terms, conditions, and limitations"

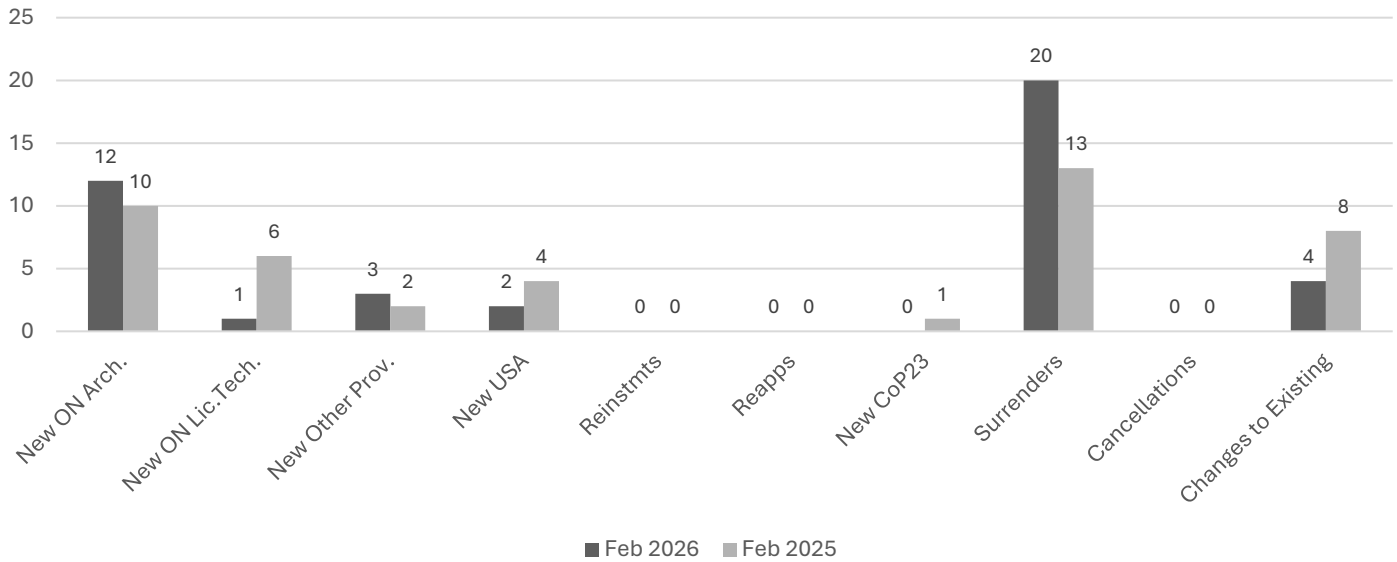
Growth in Practices

Reporting Period Growth in Practices Year over Year



Certificate of Practice Applications

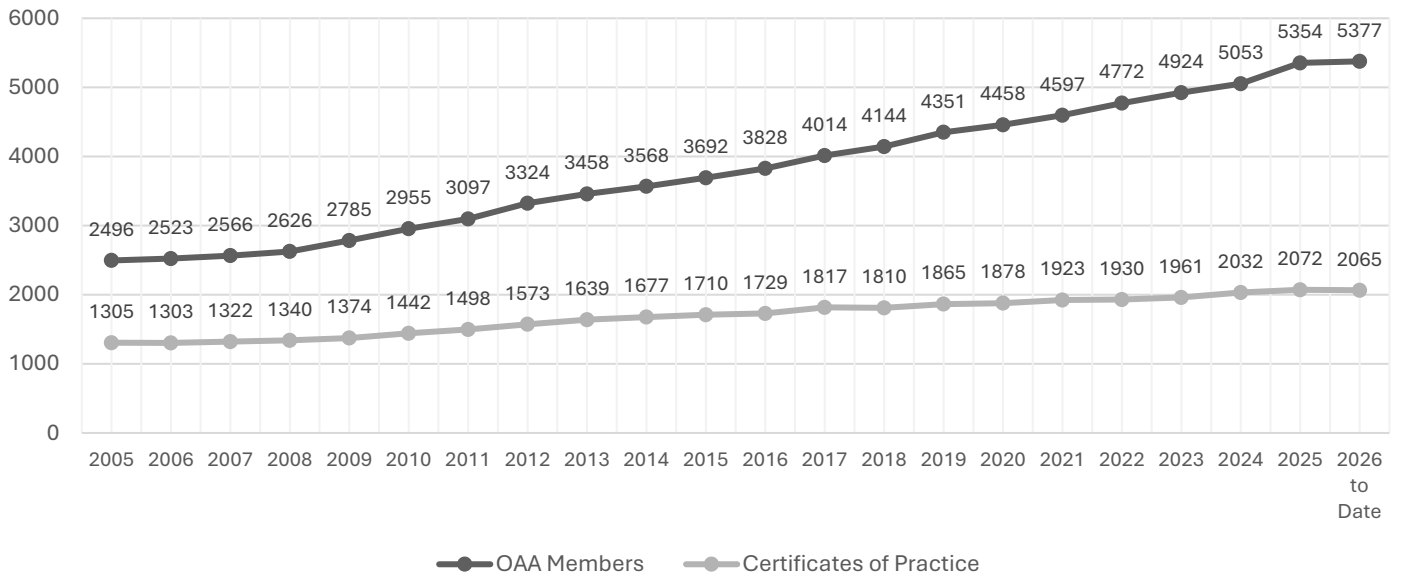
Reporting Period Approved CoP Application Trends Year over Year



- Total CoP applications received for the reporting period was 30, total approved 22.

Long Term Trends

Growth in Membership - Twenty Year Trend



Memorandum

To: Council

Lara McKendrick	Loloa Alkasawat
Donald Ardiel	J. William Birdsell
Maxine Blais	Jim Butticci
Andrew Chau	Kimberly Fawcett-Smith
Natasha Krickhan	Jenny Lafrance
Michelle Longlade	Elaine Mintz
Angela Panacci	Anna Richter
Nicola Russo	Kristiana Schuhmann
Susan Spiegel	Settimo Vilardi
Edward (Ted) Watson	Thomas Yeung

FOR COUNCIL MEETING
March 5, 2026
(open)
ITEM: 6.5.a

From: Communications and Public Education Committee (CPEC)

Susan Spiegel, Vice President & Chair	
Mariella Amodio	Andrew Chau
Kurtis Chen	Marlo Fabella
Jon Hobbs	Carl Knipfel
Shan Li	Elaine Mintz
Jose Power	

Date: February 20, 2026

Subject: Update from the Communications and Public Education Committee

Objective: To provide an update on CPEC initiatives since the January Council Meeting.

The Communications & Public Education Committee (CPEC) provides oversight and advice for consideration by Council and OAA staff on public education and outreach activities in direct response to the secondary objects of the Association as set out in the *Architects Act*:

To establish and maintain or to assist in the establishment and maintenance of classes, schools, exhibitions, or lectures in, and to promote public appreciation of, architecture and the allied arts and sciences.

More specifically, the Committee focuses its efforts to advance the public's understanding and recognition that architecture is integral to the quality of life and well-being of society as experienced through a sustainable, resilient, and durable built environment.

The Committee held its first meeting of 2026 on February 20.

Incoming Committee Members

Entering 2026, the Committee is poised to benefit from a new cohort of voices, skill sets, and expertise offered by its new members, with returning members balancing these fresh perspectives with their experienced insights. For the benefit of Committee Members and staff alike, the OAA's Communications Team joined at the beginning of the meeting for brief introductions.

Committee Orientation

Given the addition of several new Committee Members, the major focus for February's meeting was the committee orientation to ensure members are well-prepared for the year ahead.

The Committee reviewed their terms of reference, the OAA's regulatory role and strategic priorities, and relevant policies. In addition to these standard materials, the Committee also reviewed the OAA Public Outreach Plan which is a core document for CPEC. The Committee is tasked with reviewing this plan regularly for ongoing relevance and efficacy and with making any necessary updates as required. This plan responds directly to the OAA's Public Education pillar and will require more in-depth review when the OAA's 5-year Strategic Plan is up for revision in 2027.

Committee Priorities for 2026

Following the formal orientation, CPEC reviewed their 2026 Annual Work Plan. The work plan offered a framework to orient new members to the various projects the Committee will be tasked with in 2026.

Priorities for 2026 revolve around these core themes in support of the OAA's Public Outreach Plan:

- Continue to leverage relationships and build a coalition of allies working toward shared public outreach goals
- Continue exploring meaningful ways to foster knowledge transmission between established and future professionals
- Support and amplify existing programs and projects offered both by the OAA and external allies
- Continue to foster communication between and across OAA service areas to ensure alignment in messaging and strategic outreach objectives

The 2026 Work Plan is attached for reference.

Updates on Core Outreach Projects

OAA Funding Program

As per the recommendations approved by Council at their November meeting, select improvements and expanded guidelines for the OAA Society Project Funding Program are now in place for the OAA's Local Architectural Societies. In 2025, the Committee

reviewed the program and considered areas of improvement, with a focus on **transparency, predictability, effectiveness, and clarity** for applicants and evaluators alike.

A notable change in these updated guidelines includes new deadlines, now **mid-March** and **mid-September** annually (formerly January and July).

The Societies are required to provide their Annual Reports to be eligible for funding (shared separately in the open Council package). CPEC members will review reports and funding applications from Societies – in addition to those from **the Public Awareness Funding program** – at their spring meeting, tentatively planned for April 2026.

OAA Podcast

The OAA's podcast, *Architecturally Speaking*, recently reached another milestone in early 2026, surpassing the 5000 downloads mark on audio podcast platforms, and more than 6500 views on YouTube. With 16 episodes now recorded, including the February 2026 episode "[A Day in the Life of an Architect](#)", the podcast is set to record five more episodes in 2026. CPEC will continue discussing opportunities to further the program's reach.

K-12 Projects

CPEC is actively exploring ways to further leverage [Chatterhigh](#), an online career planning application aimed at high school students as they explore post secondary pathways. The OAA provides content about the path to licensure, regulation, and other information about the profession so that students can self-assess their interest in it as a possible career.

Chatterhigh continues to expand its audiences in Ontario, recently making strides with the Toronto District School Board, "unlocking" thousands of students who may potentially interface with the OAA's content on the platform in 2026.

Acknowledging that reaching k-12 audiences requires a multi-pronged approach, the Committee also reviewed and discussed the merits of a 1-pager for circulation to high school students interested in pursuing architecture as a career path. Staff will take committee feedback and use it to inform a one to two-page infographic that outlines the typical pathway that a high school student may take to become an architect.

OAA Website

CPEC recognizes the importance of the OAA website as a key public-facing asset and information hub. The Committee continues to monitor the website and make recommendations to staff for possible updates and improvements.

As the website now enters its seventh year, the Committee is beginning to evaluate the benefits and drawbacks of a more fulsome and strategic refresh of the site (which would be under the guidance of a third-party consultant).

Conference Keynote, Theme, and Location Selection

As per their terms of reference, CPEC is tasked with selecting the keynote, theme, and location for the OAA Conference. The Committee will review Conference locations for 2028 at their June meeting.

In light of changes to the schedule for Conference from an annual to a biennial event, OAA staff and CPEC members will discuss any implications and possible adjustments to Committee responsibilities once more information on plans for 2027 becomes available.

Action

None. For information only.

Attachments

CPEC Workplan 2026

2026 Committee Work Plan Worksheet

Updated February 2026

The Communications and Public Education Committee (CPEC) is tasked with supporting the OAA's [Vision, Mandate, and Five-Year Strategic Plan](#) within the parameters outlined in the Committee's Terms of Reference. Using the OAA Public Outreach Plan as a roadmap, the following Committee work plan is proposed for 2026.

Activity/Initiative	2025 Actions	Due Date
Public Outreach Plan Review	<ul style="list-style-type: none">Review the Committee Terms of Reference, Strategic Plan, and goals and objectives of the Public Outreach Plan, with a specific focus on orientation for new and returning Committee MembersReview annual analytics and performance metrics; recommend adjustments (including tactics and budget) as appropriate	<ul style="list-style-type: none">Q1: FebruaryQ2: June
Conference	<ul style="list-style-type: none">Consider locations for Conference in 2028	<ul style="list-style-type: none">Q2: April
Honours + Awards	<ul style="list-style-type: none">Select SHIFT 2027 themeWork with OAA staff to review recommendations and generate a shortlist of jurors for OAA SHIFT Challenge 2027Consider opportunities to promote SHIFT to public and profession in an off-Conference yearConsider how to publicly share the Honour Roll (and explore budget ask in conjunction with Building Committee for screens)	<ul style="list-style-type: none">Q2: JuneQ3: AugustQ3: AugustQ2: June

OAA Public Awareness Funding	<ul style="list-style-type: none"> Review semi-annual funding applications and allocate funds using established criteria and processes Review historical data to ensure budget asks should remain consistent in 2026 	<ul style="list-style-type: none"> Q2: April and Q4: October Q2: June
Society Project Funding	<ul style="list-style-type: none"> Review Society Annual Reports Review semi-annual funding applications in spring and fall and allocate funds using established criteria and processes 	<ul style="list-style-type: none"> Q2: April Q2: April and Q4: October
Website	<ul style="list-style-type: none"> Review and request budgetary requirements for website UX improvements 	<ul style="list-style-type: none"> Q2: June
K–12 outreach	<ul style="list-style-type: none"> Explore a module expansion with Chatterhigh Advise on key messaging for K–12 audiences Advise on key alliances for K–12 outreach (ex: university recruitment teams) 	<ul style="list-style-type: none"> Q2 June and Q4: November Q1: February Q1: February

Memorandum

FOR COUNCIL MEETING
March 5, 2026
(open)
ITEM: 6.5.b

To: Council

Lara McKendrick	Loloa Alkasawat
Donald Ardiel	J. William Birdsell
Maxine Blais	Jim Butticci
Andrew Chau	Kimberly Fawcett-Smith
Natasha Krickhan	Jenny Lafrance
Michelle Longlade	Elaine Mintz
Angela Panacci	Anna Richter
Nicola Russo	Kristiana Schuhmann
Susan Speigel	Settimo Vilardi
Edward (Ted) Watson	Thomas Yeung

From: Governance and Human Resources Committee

Anna Richter, Chair	Lara McKendrick
Settimo Vilardi	Susan Speigel
Elaine Mintz	Michelle Longlade

Date: February 16, 2026

Subject: Update from OAA Governance & HR Committee

Objective: To provide Council with an update regarding recent activities of the Governance & HR Committee.

The Governance Committee met on February 11, 2026. This memo summarizes the priority items discussed at the meeting.

Debrief Council Annual Planning Session

The Committee reflected on the Council's Annual Planning Session held on January 22 and 23 at the OAA Headquarters. It was noted that feedback received from attending Councillors and staff was very positive.

The Committee, which has been given the responsibility of oversight for the Act Modernization Project, considered the notes gathered from the individual workshop group sessions specifically related to the Project and will report back to Council.

In accordance with direction given by the Council at the close of the session, the Governance Committee will be developing the plan to prepare for the OAA's next 5-year Strategic Plan, including an RFP for a Strategic Planning consultant. 2026 represents the final year of the current 5-year Strategic Plan.

Annual Work Plan

The Committee finalized its 2026 Work Plan, which corresponds with the Committee's Terms of Reference as approved by Council and the OAA's Strategic Plan. The Plan is attached and notes several multi-year initiatives and projects.

Workforce Planning and HR Updates

The OAA Chief Operating Officer confirmed that the OAA had hired a new Practice Advisor who would begin their role in mid-February. The hire was to replace an existing role that had been vacated in Fall 2025.

Action

None. For information only.

Attachments

2026 Work Plan

Committee Work Plan Worksheet

Annual Committee Work Plan for 2026

Committee: Governance

Members:

Committee Responsibility from Terms of Reference	2026 Action required	To be completed by (date)*:
1 Act Modernization*	<ul style="list-style-type: none"> - Oversight responsibility for the Act Modernization Project and a sounding board for issues and possible changes - Continue to move forward with workplan as presented by ED & Registrar in Jan 2026 Annual Planning Session - Report to Council at each Council meeting 	2026+
2 Policy review and development*	<ul style="list-style-type: none"> - Review new and/or updated policies based on annual policy review cycle - Staff to identify policies for review in 2026 	2026+
3 Council training*	<ul style="list-style-type: none"> - Develop list of recommended training for ongoing council learning and development - Identify training for Annual Planning Session - Review Governance Manual (Fall) 	2026+
4. Workforce planning*	<ul style="list-style-type: none"> - Review progress on HR related Operational Recommendations: <ul style="list-style-type: none"> o Staff structure & organization o Succession planning 	2026+
5. Governance for Societies*	<ul style="list-style-type: none"> - Review specific governance matters related to Societies 	2026+
6. Future Strategic Plan*	<ul style="list-style-type: none"> - Move forward with workplan as presented by ED & Registrar in Jan 2026 Annual Planning Session 	Spring 2026+
7. Review the Risk Register*	<ul style="list-style-type: none"> - Annual review of the OAA Risk Register (Spring) 	Spring 2026+

*These are all multiyear projects in which each year there will be successive progress.

8. Bi-annual Demographic Survey	- Consider the next administration of the Demographic Survey of membership	Fall 2026+
---------------------------------	--	------------

*These are all multiyear projects in which each year there will be successive progress.

Memorandum

FOR COUNCIL MEETING
March 5, 2026
(open)
ITEM: 6.5.c

To: Council

Lara McKendrick	Loloa Alkasawat
Donald Ardiel	J. William Birdsell
Maxine Blais	Jim Butticci
Andrew Chau	Kimberly Fawcett-Smith
Natasha Krickhan	Jenny Lafrance
Michelle Longlade	Elaine Mintz
Angela Panacci	Anna Richter
Nicola Russo	Kristiana Schuhmann
Susan Speigel	Settimo Vilardi
Edward (Ted) Watson	Thomas Yeung

From: Building Committee

Thomas Yeung, Chair
Sheena Sharp, Member at Large

Susan Speigel, Vice President

Date: February 16, 2026

Subject: Update from OAA Building Committee

Objective: To provide Council with an update on the activities of the Building Committee

The first Building Committee meeting of the new year was held on February 12, 2026.

Landscape Project

The Committee received an update on the status of the Landscape Project from the OAA Team, including President, Lara McKendrick and Client Advisor, Joe Lobko. Several design details have continued to be refined. These details include the lighting, driveway alignment and drainage outfall. There has been continued discussion in regard to the selection of material for the pedestrian walkway. The Team is preparing the necessary drawings for submission to the Toronto Regional Conservation Authority and the City of Toronto Building Department. Construction continues to be anticipated to start this spring.

Public & Member Education

The Committee discussed additional education to be rolled out in 2026, which is focused on climate action, the OAA headquarters, and the landscape project. OAA Communications staff are developing a communications plan that will be shared with both the Communications and Public Education Committee (CPEC) and the Building Committee shortly.

Work Plan

The Committee discussed and finalized its 2026 Work Plan, which corresponds with the Committee's approved terms of reference and OAA Strategic Plan.

Action

None. For information only.

Attachments

2026 Work Plan

Committee Work Plan Worksheet

Annual Committee Work Plan for 2026

Committee: Building

Members:

Committee Responsibility from Terms of Reference	2026 Action required	To be completed by (date):
1 Landscape Construction Project	<ul style="list-style-type: none"> - Finalize Construction drawings - Get Permits – TRCA and Building - Spring 2026 - Construction underway with the majority of work being completed Summer/Fall 2026 - Spring 2027 – Final elements of construction project completed 	2026+
2. Building Maintenance	<ul style="list-style-type: none"> - Guidance for Building Maintenance: review building-related maintenance items that require input and/or guidance. 	2026+
3. Net Zero Monitoring	<ul style="list-style-type: none"> - Continue to monitor and provide advice/direction to address any issues in achieving Net Zero 	2026+
4. Building Education	<ul style="list-style-type: none"> - Review Communications regarding the Building and Landscape project from a technical perspective. 	2026
5. Annual Budgets	<ul style="list-style-type: none"> - In cooperation with staff, review 30-year reserve fund study and discuss items requiring replacement or upgrade as appropriate. - Discuss update to current 30-year reserve fund produced by Keller Engineering 	Summer 2026

Memorandum

FOR COUNCIL MEETING
March 5, 2026
(open)
ITEM: 6.5.d

To: Council

Lara McKendrick	Loloa Alkasawat
Donald Ardiel	J. William Birdsell
Maxine Blais	Jim Butticci
Andrew Chau	Kimberly Fawcett-Smith
Natasha Krickhan	Jenny Lafrance
Michelle Longlade	Elaine Mintz
Angela Panacci	Anna Richter
Nicola Russo	Kristiana Schuhmann
Susan Spiegel	Settimo Vilardi
Edward (Ted) Watson	Thomas Yeung

From: Kristiana Schuhmann, Vice President & PRC Chair

Date: February 20, 2026

Subject: Practice Resource Committee (PRC) - Update.

Objective: To update Council on Practice Resource Committee (PRC) activities.

Activities Report – Practice Resource Committee (PRC)

Practice Resource Committee had its first meeting of 2026 on Thursday, February 19. The meeting was conducted virtually and focused on the following key items:

Orientation and Review of the 2026 Annual Committee Work Plan:

The Chair, with the support of staff, reviewed the onboarding manual, including roles and responsibilities, attendance, etc. The Committee reviewed its 2026 Work Plan (see Attachment 1) based on the discussions at the Council Planning session in January.

General Updates:

Members were briefed on the Council's January Meeting and Planning session as well as reminded of the upcoming OAA Conference in May, Virtual Key Note Speaker and the AGM.

Staff provided a brief update on upcoming contract negotiations for the renewal of the [CSA Access Program](#). PRC was asked to provide feedback about the standards included to be brought forward, including additions to the current items in the standards library.

PRC was encouraged to bring forward ideas of topics for the [Practice Advisory Newsletter](#). The next edition is to be circulated in March 2026.

The Committee was provided some high level updates on the [Practice Consultation Program](#)'s overall operations, including timing of the annual report for the 2025-2026 period and impact of the IMIS database updates.

Document Development and Maintenance

As outlined in the 2026 Work Plan, PRC will continue supporting the review of various resources and initiatives carried over from 2025, including Practice Tips, OAA's [Model Procurement Document](#), templates, and other related documents. During this PRC meeting, the committee received a high-level overview of the key projects continuing from 2025.

Practice Tip PT. 12 Residential Clients - Updates

PRC has been invited to review the final draft which includes comments received from Councillors back in January 2026. It is expected to be presented to Council in March. Refer to memo entitled *OAA Document Maintenance - Updates to Practice Tip PT.12. Residential Clients* – March 2026 Council.

Resources Impacted by the Launch of the New CCDC Contracts on CM

Staff, with the support of PRC, legal counsel, and input from Pro-Demnity continue to work on updates on Practice Tips in the [PT.23 Series](#) on construction management.

PAS thanked the committee for their work on [Practice Tip PT.23.2 CDCC Construction Management Contracts](#) which was presented to Council back in November 2025.

Various OAA Documents – Work in Progress

Resources Impacted by Amendments to the Construction Act - With new legislation in effect on January 1, 2026, work has already begun on all affected resources ([Practice Tip PT.10 Series \(Construction Act\)](#) and the OAA Contract Suite 2021 & Guides) with support from the PGR team and external legal counsel. Additional documents, including Document 1002025, will also require revisions to align with the legislative updates. In January and February 2026, [PT 10.2 \(Procedures for the Release of Statutory Lien Holdbacks – Construction Act \(CA\)\)](#), [PT.10.3 \(Prompt Payment\)](#), [PT.10.4 Construction Act OAA Members Acting as Adjudicators](#) and [PT.10.5 \(Interim Adjudication\)](#) were updated, with more edits to come once the OAA Contracts are finalized with changes related to the *Construction Act*. To support members, a dedicated landing page outlining the 2026 changes—[Construction Act: How the 2026 Updates Impact You and Your Contracts](#)—was launched in December 2025. PAS and the Continuing Education team have also begun planning potential webinars to help OAA members understand and prepare for these updates.

Updates to [PT.39.1 \(Best Practices for Review of RFP Language and Supplementary Conditions to OAA 600 and Other Architectural Services Contracts\)](#) – Following formatting discussions back in the Fall 2025, ProDemnity has started reviewing the content of the Practice Tip with legal Counsel.

Minor Maintenance to [PT. 08 \(Participation in the Permit Process - Application for Building, Demolition or Conditional Permits\)](#) – PAS is working on localised updates following CodeNews 377 (Refer to OAA News Bulletin Feb. 5 – 18 2026). Once completed, membership will be made aware via upcoming Practice Newsletter.

Updates to [PT.36.1 \(Energy Modelling\)](#) – PRC members were provided a brief update on the work started by the Advisory Group last year and expected next steps.

Other General Practice Topics/Emerging Issues Discussed:

CCDC on Progressive Design Build and SignaSur: PRC was advised that CCDC is launching new Contracts on Progressive Design-Build, and webinars will be offered spring 2026, CCDC will be [offering seminars](#). Impact on the Practice Tip PT. 23.0 Series on CCDC will be assessed as more information gets released on the expected updates to CCDC 14 and 15. As reported at the September 2025 PRC Meeting, Canadian Construction Association (CCA) is working on migrating the CCDC and CCA documents to SignaSur in the next couple of years.

[Tariffs and impacts on practice](#): Members of PRC continue to share observations and general concerns, noting ongoing client hesitation, with some delaying project starts and others requesting Canadian-sourced products to avoid tariff-related cost and supply-chain risks.

[Use of AI in Practices](#): The PRC and PAS continue the conversation on the usage of AI in practice and the impact on practices, in particular possible impacts on entry level position as well as new tools such as BIM related add-ons on building codes, etc. This information continues to help support the larger discussion happening on this topic through Council and the Governance Committee.

Action

None. For information only.

Attachments

Attachment 1: PRC's Annual Committee Work Plan for 2026

Committee Workplan Worksheet

Annual Committee Work Plan for 2026

Committee: Practice Resource Committee

Members: Kristiana Schuhmann (VP and Chair), Heather Asquith, John Ciarmela, Catherine Garrido, Changhong Sun, Nevil Wood, Sander Waxman, Tamara Hains, Chris Warden, Leslie Parker (Pro-Demnity Representative)

Committee Responsibility from Terms of Reference	2026 Action required	To be completed by (date):
1 Update OAA's RFP and SofQ Templates	<ul style="list-style-type: none"> - Committee to participate in updating the templates, including leveraging current industry resources such as CDAO Procurement Guide. 	Started in 2025. To be continued in 2026
2 Updates to PT. 39.1 Best Practices for Review of RFP Language and SCs	<ul style="list-style-type: none"> - Committee to participate in updating the resource. - Pro-Demnity is also providing input. 	Started in 2025. To be continued in 2026
3 Address emerging issues	<ul style="list-style-type: none"> - Committee to reflect on current trends, challenges, affairs and opportunities in practice (AI, retirement/succession plan.) - PAS to bring recurring issues from Hotline to committee as a sounding board - Repetitive topics may become website content or Practice Tips – Committee to assist 	Ongoing – be nimble
4 Document development and maintenance	<ul style="list-style-type: none"> - Practice Tips, Regulatory Notices, Committee to provide input and assist with review. - Continue to Update PT. 23.0 Series on CCDC Contracts - Finalize updates to OBC Impacted Practice Tips and updates to associated to refresh to Regulatory Notices 	Ongoing
5 Public consultation – Committee provides review, input and feedback function	<ul style="list-style-type: none"> - OBC and NBC harmonization (push for climate focus & step codes) Committee to mobilize when asked to respond - CSA standards 	Ongoing/ depends on Government
6 Input regarding liaison with other organizations	<ul style="list-style-type: none"> - EABO (development/review of forms) - OGCA (committee to comment on resources, as required) - Pro-Demnity (provide discussion forum for practice issues that may overlap with liability/risk) 	Ongoing

Memorandum

FOR COUNCIL MEETING
March 5, 2026
(open)
ITEM: 6.5.e

To: Council

Lara McKendrick	Loloa Alkasawat
Donald Ardiel	J. William Birdsell
Maxine Blais	Jim Butticci
Andrew Chau	Kimberly Fawcett-Smith
Natasha Krickhan	Jenny Lafrance
Michelle Longlade	Elaine Mintz
Angela Panacci	Anna Richter
Nicola Russo	Kristiana Schuhmann
Susan Speigel	Settimo Vilardi
Edward (Ted) Watson	Thomas Yeung

From: Settimo Vilardi, Chair, Policy Advisory Coordination Team (PACT)

Len Abelman	Ibrahim El-Hajj
Sara Jordao	Mary Ellen Lynch
Nicola Russo	Cory Stechyshyn
Ted Watson	

Date: February 19, 2026

Subject: Update on the Policy Advisory Coordination Team's (PACT) work.

Objective: To update Council on PACT's ongoing work.

The first PACT meeting on 2026 is scheduled to take place on February 26. During that meeting, the Committee will:

- Be oriented to the PACT Terms of Reference and their general roles and responsibilities as members of a Standing Committee of the OAA;
- Establish the remaining PACT meeting dates for 2026;
- Review PACT's 2025 achievements and confirm its work plan for 2026. A working copy of PACT's work plan is attached to this memo for Council's information;
- Begin its work on Design Catalogues, including a discussion about a member roundtable that will help to inform a position that PACT will advance to Council by June 2026.

Although the Ontario government remains on an extended winter break, work has started on the 2026 Queen's Park Picks program, which will once again pick up the current

year's conference theme and challenge MPPs to identify and nominate innovative buildings from their ridings.

Action

None. For information only.

Attachments

Working copy of the PACT 2026 Work Plan

Committee Workplan Worksheet

Annual Committee Work Plan for 2026

Committee: PACT

Members: Settimo Vilardi (Chair), Len Abelman, Ibrahim El-Hajj, Sara Jordao, Mary Ellen Lynch, Nicola Russo, Cory Stechyshyn, Ted Watson

Committee Responsibility from Terms of Reference	2026 Action required	To be completed by (date):
Develop a position on Design Catalogues	<ol style="list-style-type: none"> 1. Introduce topic at PACT 2. Host in-person roundtable (including facilitated discussion with open ended questions) 3. Develop a recommended position based on discussion at roundtable 4. Seek Council approval 5. Promote position to government via one-on-one meetings OR broad education to province and municipalities – dovetail on Conference theme INNOVATION 	<p>February 2026</p> <p>April 2026</p> <p>May 2026</p> <p>June 2026</p> <p>September to December 2026</p>
Arrange Big Think(s) for the year	<p>Big Think discussions (concentrated – include SMEs)</p> <p>Possible topics for 2026:</p> <ul style="list-style-type: none"> • 4 storey townhouses (involve SMEs from PRC/BC Advisory Group) • Role of Architects in Modular/Prefab design and construction (Broad call out to membership) • Procurement of Professional Services (to expand the CDAO procurement guide) (Broad call out to membership) • Other topics as they emerge 	Annually (multiple events)

Government consultations	<p>Advancing OAA approved policy positions to government</p> <ul style="list-style-type: none"> Review and provide input on draft government submissions 	As needed, and based on government schedules and consultations
Queen's Park Picks	<ul style="list-style-type: none"> Queen's Park Picks selection Review and input on policy ask for annual MPP meetings Attendance at Queen's Park Picks event on October XX, 2026 	<p>Spring/summer for QP selections</p> <p>October: QP event</p>
<p>Advancement of Policy Priorities for OAA</p> <ul style="list-style-type: none"> Housing affordability (including Schedule G of the <i>Condo Act</i>, missing middle, innovations in housing development) Climate action (including municipal initiatives); also embodied carbon and other emerging issues Legislative updates (including the <i>Employment Standards Act</i>) 	<ul style="list-style-type: none"> Provide input on advancement of ongoing policy issues 	Ongoing



[▶ OAA President's Annual Society Visit & Building Tour](#)

GRAND VALLEY SOCIETY OF ARCHITECTS ANNUAL REPORT

February 19, 2026

ABOUT THE GRAND VALLEY SOCIETY OF ARCHITECTS

The **Grand Valley Society of Architects (GVSA)** brings together architects, interns, students and affiliates in the counties of Waterloo, Wellington, Brant and Grey. As a local component of the Ontario Association of Architects, GVSA creates opportunities to connect, learn, and contribute to the profession.

From building tours and speaker events to student outreach and community engagement, GVSA celebrates thoughtful design and supports a strong architectural community in the Grand Valley Region.

OVERVIEW OF ACTIVITIES

This past year has been an exciting and productive one for the Grand Valley Society of Architects. We are particularly energized by the upcoming 2026 OAA Conference in Waterloo Region. We held several meetings focused on the conference and were excited to be collaborating with the OAA to bring strong local flavour to the program. We also promoted the conference within our broader community and encouraged members to volunteer for speaking opportunities.

During 2025, GVSA continued to strengthen connections within the profession and the broader community through thoughtfully organized events and workshops. We built on existing partnerships, formed new collaborations, and remained committed to promoting high-quality design and professional dialogue in our region.

While strengthening collaboration with other local groups, we also continued to improve our website and social media presence. Another goal this past year was to expand our outreach to the broader public and offer them a membership. We added options for members of the general public to join, streamlined payment processes, and redirected OAA members to the OAA website where appropriate. We became more active on Instagram and launched a LinkedIn page to further promote our events alongside our newsletter.

VOLUNTEERS RECOGNITION

One of the most rewarding aspects of serving on the committee is working alongside such an engaged and energized board. Their commitment, initiative, and collaborative spirit continue to drive the success of our programs and the growth of our society. Below you will find listed the Committee members for 2025.

Executive Committee:

Chair: Dobrina Encheva

Vice Chair: Greg Piccini, succeeded by Mike Trussell

Treasurer: Mike Trussell

Secretary: Greg Piccini, succeeded by Paniz Moayeri

Active Committees:

Communications: Brian Torrens, Emily Boone

Web & Social Media: Duncan MacDonald, Mitali Dembla, Dobrina Encheva

Student Liaison: William Pentesco

Diversity, Equity and Inclusion: Sulaf Alhusaini, Rubina Khan, Mitali Dembla, Maryam Yekeh
Continuing Education: Yvonne Ip
OAA Conference: David Thompson
OAA Council Liaison: Bill Birdsell

KEY STATISTICS

Total Membership number - 153

Architects + Retired Members - 134
Students - 0
Intern architects - 19
Affiliates - 0

Communications/outreach efforts

Newsletters sent - 17
Social media follows
- Instagram - 554
- LinkedIn - 162
Number of events hosted - 8
ConEd hours offered - 3

MAJOR ACTIVITIES / INITIATIVES

DEI (Diversity, Equity, and Inclusion) Workshop with Diane Wiles

Feb 20, 2025 (2.0 Structured Hours)

Workshop designed to deepen participants' understanding of diversity, equity, and inclusion, recognize and mitigate unconscious biases, develop strategies for creating inclusive environments and provide actionable steps to apply DEI principles in their personal and professional lives.

Spring Social & Student Awards Gala

May 27, 2025

Celebrating local talent with strong support from our architectural community. Students from local universities and colleges participated, and architects from our society voted

and awarded the prizes. This was our fourth year running the competition, and we are already planning the 2026 event.

Culture Talks: Art, Architecture, the Public Realm and Social Infrastructure featuring Mitchell Cohen

April 10, 2025

Culture talks are one of our most attended and cherished events, proudly sponsored by GVSA and organized by KWAG. KWAG always delivers an incredible selection of speakers. This series highlights exemplary buildings, public art, placemaking, and the public realm. In 2025, the focus deepened on social infrastructure.

The spring session featured Mitchell Cohen, president and CEO of The Daniels Corporation, in discussion with Professor Rick Haldenby from the University of Waterloo School of Architecture. Under Cohen's leadership, Daniels has advanced residential developments, affordable housing, and socially responsible community building. In 2019, Cohen was appointed to the Order of Canada for his contributions to urban development and community building.

Culture Talks with Carol Coletta

November 6, 2025

The autumn session of Culture Talks featured Carol Coletta, a recognized leader in civic design and public space innovation. A former President and CEO of Memphis River Parks Partnership and a Fellow with the Bloomberg Center for Public Innovation at Johns Hopkins University, Coletta shared insights on how public space can foster economic mobility and stronger communities.

University of Waterloo Architecture Summer Lecture Series:

Megan Torza, DTAH

May 29, 2025

This marked a new partnership for GVSA. We proudly sponsored the University of Waterloo Summer Lecture Series, with the first lecture held in May, and look forward to continuing this collaboration next year.

CSC & GVSA Golf Tournament

July 15, 2025

Held in July, this annual event supported a charitable cause. The 2025 selected charity was A Better Tent City, helping members of our community with housing and food support.

GVSA Hiring Practices Survey

November 2025

The survey was distributed to our members in November and we are planning a workshop in Spring 2026 informed by the results.

OAA President's Annual Society Visit and Dinner

November 26, 2025

GVSA members gathered at the Grand Trunk Saloon in Downtown Kitchener for dinner and conversation. We exchanged thoughts and discussed priorities for the architectural profession in our region and across Ontario. The evening provided an opportunity to connect with OAA President Ted Wilson, Executive Director Kristi Doyle, and Councillor Bill Birdsell in an informal setting focused on open dialogue and shared perspectives.

Understanding Gypsum Fire-Rated Assemblies

December 9, 2025 (1.0 Structured Hours)


This technical session focused on the proper specification and application of gypsum fire-rated assemblies to achieve code compliance and address current challenges in fire-resistant design. The event was presented by Chris Davidson of Enercorp Inc. and sponsored by CGC and GVSA.

PARTNERSHIPS

We continued to strengthen valuable partnerships with KWAG, CSC Canada, Sustainable Waterloo Region and the University of Waterloo. These collaborations expand opportunities for our members and deepen our engagement within the broader community.

FUNDING RECOGNITION

The GVSA was granted Special Project Funding in 2024 to film the Annual OAA President's Visit and Building Tour at the Tom Patterson Theatre in Stratford, ON. The video has now been finalized and uploaded to our website, and we are planning to promote it on social media shortly. The finalized video is available at the link below and on our main webpage.

 [OAA President's Annual Society Visit & Building Tour](#)



REPORT PREPARED BY:

Dobrina Encheva M.Arch, OAA, RAIC
Chair, Grand Valley Society of Architects
grandvalleyarchitects@gmail.com
dobrina.encheva@gmail.com

FINANCIAL SUMMARY

GRAND VALLEY SOCIETY OF ARCHITECTS
Statement of Revenue and Expenses
 With Comparison of Prior Year End and Current Year to Date

	2024	2025	BUDGET 2026
REVENUE			
Membership Fees Collected via OAA	9,830.00	12,895.00	13,000.00
Membership Fees - other categories	0.00	0.00	0.00
Per Capita Funding from OAA	0.00	0.00	0.00
Revenue from Events	3,546.39	163.14	250.00
Revenue from Seminars	0.00	0.00	0.00
Special Project Funding Requests	3,500.00	0.00	3,000.00
Interest Income from Investments	0.00	0.00	0.00
Misc Fees	0.00	0.00	500.00
Total Revenue	16,876.39	13,058.14	16,750.00
EXPENSES			
Meetings/Events			
General Meetings	1,173.41	1,362.18	2,000.00
OAA Annual President's Society Visit	6,245.83	3,716.02	3,500.00
Events	5,890.19	3,446.98	3,000.00
Seminars	3,844.24	1,285.05	1,500.00
Total Event Expense	17,153.67	9,810.23	10,000.00
Society Initiatives			
Awards	1,200.00	3,999.99	4,000.00
Donations	9,325.00	3,000.00	3,000.00
Total Society Initiatives	10,525.00	6,999.99	7,000.00
Administrative Expenses			
Admin Staff	0.00	0.00	0.00
Admin Staff Meeting	0.00	0.00	0.00
Bank Fees	32.25	40.25	50.00
Website/Social Media	479.37	521.74	700.00
General Expenses	1,277.97	1,881.93	0.00
Total Administrative Expenses	1,789.59	2,443.92	750.00
Total Expenses	29,468.26	19,254.14	17,750.00
Net Profit (Loss)	-12,591.87	-6,196.00	-1,000.00



Hamilton/Burlington
Society of Architects



2025 Annual Report.

EXECUTIVE COMMITTEE

JENNIFER KINNUNEN, Chair
REBECCA BEATTY, Vice Chair
SANDRA ISKANDAR, Vice Chair
ESTHER LINK, Treasurer
DEVIN BRAUN, Secretary

Established in 1913, the Hamilton-Burlington Society of Architects (HBSA) comprises members and affiliates from the local architecture community.

The HBSA is managed by an Executive Committee consisting of 5 positions: a Chair, two Vice-Chair, a Secretary, and a Treasurer. These positions are filled by way of elections held bi-annually at an HBSA General Members Meeting.

The HBSA is actively involved in establishing programs designed to enhance the general public's understanding of architecture and the profession of architecture. By organizing events that deal with local issues, the HBSA can present factual demonstrations illustrating how the profession of architecture can contribute to the local community.



EXECUTIVE SUMMARY

SOCIETY STATS

MEMBERS

- 92 Architects
- 14 Intern Architects
- 0 Students
- 7 Affiliates
- 87 YAH members

Attendance varies from 12 to 30 members depending on the event. Continuing education consistently brings out the most members.

While some members of YAH are university students and other junior architectural workers, the HBSA understands stronger relationships with local high schools are needed to be a better resource for students.

ACTIVITIES

- 4 general member meetings
- 2 socials
- 3 continuing education sessions
- 2 public outreach events

COMMUNICATIONS

- 40% readership of monthly e-blasts
- 356 Instagram followers

2025 was the year to support the executive council and balance the budget with member expectations. We continued to alternate between in-person meetings and virtual continuing education opportunities to stay engaged with members throughout the year while managing finances. The event calendar was vibrant and diverse, offering a blend of professional gatherings, social activities, and cultural engagements throughout the year.

General members meetings are designed to foster community and professional development among architects. They are held in Hamilton at local venues such as The Pheasant Plucker (20 Augusta Street) and Rapsallion (178 James Street north). There were scheduled meetings in February, April, September, and October, providing opportunities for networking, discussion on architectural topics, and updates from municipal partners at the City of Hamilton.

Throughout the year, several of the Society's events incorporated continuing education opportunities for members such as the OBC-NBC Harmonization Process and AGH Film Screening and Panel Discussion.

June featured an in-person visit from OAA President Ted Wilson and CEO Kristi Doyle at the Royal Hamilton Yacht Club. We shared updates and the OAA participated in an open discussion with members about the status of the industry and future opportunities. Members continue to value the intimacy of this evening dinner social to strengthen ties with the regulatory body.

In August, we hosted our annual Summer Social at the Roselawn Lawnbowling Club in Gage Park, combining friendly competition with socializing, and encouraging members to connect in a relaxed outdoor setting while enjoying refreshments.

In addition to reaching out to HBSA members and affiliates, the Society continues to work on our relationship with the Construction Specifications Canada Hamilton-Niagara Chapter (CSC H-N). Members continue to attend the CSC H-N charity golf tournament and the HBSA donated \$1000 to the event for Food4Kids.

The HBSA ended the year with a Holiday Party and Sock Drive at Brewers Blackbird in Ancaster. This festive gathering is a chance for members to celebrate the year's accomplishments and enjoy a convivial evening together.

Other events included:



COMMUNITY ENGAGEMENT

Mohawk College Design Review

HBSA members attended the final design presentations and served as critics for 2025 Architectural Technology – Design Stream final projects.

Hamilton Doors Open

This local event returned May 3-4, 2025, and the HBSA was pleased to support the Architectural Conservancy of Ontario's annual celebration of our local built heritage with a \$1000 donation. The HBSA also cross promoted programming on our social media.

Threshold School of Building – Bayfront Builders Challenge 2025

Members of the HBSA participated in the Threshold School of Building Garden Furniture Building competition June 8th for the fifth time. One team from HBSA-YAH participated in the challenge, designing and building high-quality, children's picnic table, which was then auctioned off to local community members. The event helped to raise awareness of the School of Building and their programs to train at-risk youth in the building trades.

Golf Tournament

In September, HBSA members donated items, volunteered time organizing and attended the CSC Hamilton-Niagara golf tournament. The event was successful and had almost 120 industry professionals participate in the event. The HBSA donated \$1000 with fundraising proceeds going to Food4Kids, directly benefiting our community's children.

Sock Drive

YAH and HBSA also participated in our annual sock drive where 100 pairs of socks were collected to donate to vulnerable members in our community through local Missions and supportive services.





CONTINUING EDUCATION

The HBSA organized several continuing education opportunities for its members in partnership with various organizations such as:

CodeNext- Building Code Harmonization

Rhiannon Todd, from CodeNext, presented an updated projection on potential OBC changes and clarifications, with specifics on the harmonization between the National Building Code and the Ontario Building Code.

AGH Festival Panel Discussion & Film Screening

In November, members were invited to a n Arts Festival event at the Art Gallery of Hamilton, which includes a film screening followed by a discussion panel. This event enriches the architectural discourse by integrating art and film perspectives relevant to the profession. HBSA and YAH co-sponsored the showing of “From Earth to Sky ~ Indigenous Architecture: the Past, the Present, the Future” a film by Ron Chapman. The story of a proud and accomplished collective of Indigenous architects, driving a movement as climate change threatens the planet. They are world leaders in aesthetic, form, sustainability and ultimately protecting mother earth. Following the viewing, a discussion panel was moderated by HBSA Chair Jennifer Kinnunen, with guest architects Brian Porter (Two Row Architect) and David Fortin (David T Fortin Architect). The discussion was also an open platform for the audience to ask questions and connect with the speakers and each other.



The HBSA participated in several initiatives that helped to advocate for positive working relationships with the City of Hamilton as well as other industry groups, which helped to inform policies that promote the betterment of our built environment as well as the profession of architecture:

City of Hamilton Vendor Evaluation Program

Members of the HBSA continued to provide feedback on the new Vendor Performance Management Program with City of Hamilton Procurement Specialist Michael Burjaw. There continue to be questions and criticisms of the program, but HBSA members are encouraged to share their experience with the society and the city once they have engaged with the program.

Development Industry Liaison Group (DILG)

The City of Hamilton has undergone changes and while this group is still active they are not meeting regularly.

Hamilton Halton Home Builders' Assoc. / West-End Home Builders' Assoc.

The HBSA was not able to fill this volunteer opening in 2025. The Society hopes to attend general meetings and access opportunities for collaboration.



ONTARIO HERITAGE CONFERENCE 2026
 Forged in Steel Steeped in History
 Adaptive Reuse of Our Industrial Heritage

PROGRAM Draft

	Time	Location
Thursday June 18th		
Registration	5 – 8 PM	?
Public Presentation	6:30-8 PM	Scottish Rite Cathedral or Coppley?
Panel Discussion		
Welcome Reception	8:30-late	The Staircase
Friday June 19th		
Registration	8 AM	LIUNA Station
Breakfast	8-9	LUNA Grand Ballroom
Market Place	8-3	LIUNA Lobby
Keynote Address * In-person Video Panel Discussion	1.5 h 9-10:00	LIUNA Grand Ballroom
Break (Coffee)	10:00-10:15	LIUNA Lobby
Session 1a	10:45 - 11:45	LIUNA King George 1
Session 1b	10:15-11:45	LIUNA King George 2
Session 1c	10:15-11:45	LIUNA Continental Express



SPECIAL FUNDING

The OAA contributed to several initiatives the Society undertook in 2025, including:

2026 Ontario Heritage Conference (\$5,000 carried forward to 2026)

Members from the Hamilton Burlington Society of Architects, City of Hamilton Municipal Heritage Committee, City of Hamilton Planning and Economic Development Department, Architectural Conservancy of Ontario Hamilton Region Branch, and Hamilton Heritage Foundation have come together to host the 2026 Ontario Heritage Conference. This event marks the 22nd anniversary of the Ontario Heritage Conference, first held in Hamilton in 2004. We will be welcoming over 200 heritage volunteers, municipal leaders and professionals from across the province to discuss issues important to the conservation of our unique built heritage and to celebrate our successes in the adaptive reuse of industrial buildings in Hamilton and across the province. The OAA contributed \$5,000 to the opening event panel discussion.

Power of Design Photography Book (\$5,000 carried forward to 2026)

The Power of Design Photography Exhibition, which was funded in previous years, will become a permanent publication that showcases the architecture of hydro-electrical buildings in Hamilton. Our Affiliate member, Francis Fougere, will be developing the digital book for the 2026 Ontario Heritage Conference.

Hamilton Rental Housing Committee (\$5,500 carried forward to 2026)

In late 2023–early 2024, Hamilton Council and staff proposed and supported several Rental Housing Licensing & Management policy mandates and by-laws aimed at reducing renovation evictions and bad-faith tenancy agreements. This HBSA committee has been investigating the issues that have brought about the rental housing crisis in greater-Hamilton, assess the potential outcomes from these policy initiatives, and draft recommendations for the Municipality as a means to open dialogue with staff and council regarding rental housing problems, and work towards nuanced policy, by-laws and more effective solutions. The committee met 4 times in 2025 and intends to meet quarterly in 2026.



FINANCIAL BREAKDOWN

The HBSA committed to maintaining a balanced budget that ensures financial stability while supporting its members. By carefully managing expenses and optimizing programming, the society sustains a positive account balance in order to support the coming year.

Hamilton-Burlington Society of Architects
Statement of Revenue and Expenses
With Comparison of Prior Year End and Current Year to Date

	YEAR END		BUDGET
	2024	2025	2026
REVENUE			
Membership Fees Collected	\$0.00	\$45.00	\$0.00
Per Capita Funding from OAA	\$9,965.00	\$13,605.00	\$12,500.00
Affiliates	\$1,340.00	\$600.00	\$900.00
Revenue from Events (Golf)	\$2,946.20	\$0.00	\$0.00
Revenue from Seminars	\$0.00	\$0.00	\$0.00
Special Project Funding Requests	\$9,700.00	\$5,000.00	\$5,000.00
Interest Income from Investments	\$0.00	\$0.00	\$0.00
Misc Fees	\$0.00	\$0.00	\$0.00
Total Revenue	\$23,951.20	\$19,250.00	\$18,400.00
EXPENSES			
Meetings/Events			
General Meetings	\$2,155.79	\$2,426.96	\$2,500.00
OAA Local Society Visit	\$526.42	\$1,470.09	\$1,500.00
Events (AGH)	\$3,108.18	\$2,757.28	\$3,000.00
Seminars/Con-Ed	\$1,098.24	\$0.00	\$4,500.00
Total Event Expense	\$6,888.63	\$6,654.33	\$11,500.00
Society Initiatives			
Special Project Funding expended	\$0.00	\$96.43	\$5,000.00
Donations	\$4,100.00	\$2,000.00	\$2,000.00
Social (Lawn Bowling, TSOB BBC)	\$1,133.59	\$813.67	\$750.00
Holiday Party	\$2,466.21	\$4,388.30	\$4,500.00
Total Society Initiatives	\$7,699.80	\$7,298.40	\$12,250.00
Administrative Expenses			
Admin Staff	\$0.00	\$0.00	\$0.00
Admin Staff Meeting	\$161.67	\$555.60	\$500.00
Bank Fees	\$46.00	\$65.50	\$75.00
Website/Social Media	\$1,219.21	\$778.57	\$300.00
General Expenses	\$0.00	\$0.00	\$0.00
Total Administrative Expenses	\$1,426.88	\$1,399.67	\$875.00
Total Expenses	\$16,015.31	\$15,352.40	\$24,625.00
Net Profit (Loss)	\$7,935.89	\$3,897.60	-\$6,225.00



LOOKING AHEAD

The Hamilton Burlington Society of Architects (HBSA) have started 2026 strong with a series of engaging events focused on sustainability and professional development. A highlight early in the year was the Architecture & Design Film Festival (ADFF) film screening of Søren Pihlmann: Make Materials Matter, that took place February 5th at the King John Building.

The HBSA is committed to supporting members achieve their climate action hours and has organized a Climate Workshop with Ha/f Climate Design, scheduled for March 13 at the David Braley Health Sciences Centre in Hamilton. This event will provide members the opportunity to collaborate, learn, and lead in sustainable architectural practices.

In June, Hamilton will be hosting the Ontario Heritage Conference, with the assistance of the HBSA executive members and local organizing committee volunteers. The theme is "Forged in Steel - Steeped in History", which will feature numerous local adaptive reuse projects, specifically focused on industrial buildings from Hamilton's manufacturing, commercial production and transportation sectors.

As the year unfolds, members and stakeholders can look forward to more initiatives that inspire sustainable design, professional growth, and meaningful impact in the built environment.



A YEAR IN PICTURES





A YEAR IN PICTURES



ANNUAL REPORT 2025



LONDON
SOCIETY OF
ARCHITECTS



Assembly of the LSA installation at Nuit Blanche London.



"Concrete Canopy" installation by Alex MacLean at Nuit Blanche London. Photo by Daria Olifirenko

December 31, 2025

The London Society of Architects, with the support of the OAA, many local believers, and the blessings of the City of London, hosted **Nuit Blanche London** in September 2025 for the first time since 2017. With some unqualified success, and many lessons learned, we are already hard at work on **Nuit Blanche London 2026**. In our interactions with the public, artists, galleries, and the media, we repeatedly encountered one question, "why architects?" Why is the LSA hosting and organizing a temporary urban art event for the City of London?

To good questions, no answers come easily, but there persists a shared sense that as we rush to address the latest crises gripping our communities with more permanent solutions, we must remember that the physical world needs wonder and joy, and social and environmental sustainability as much as scale, haste, and economy. Like sketch models and drawings on trace paper, intense though relatively low stakes, low cost, and temporary explorations in the urban environment are an opportunity to experience our communities anew, the good and the bad, and share those findings, for public consideration.

The LSA continued to run its traditional programs in 2025. With a focus on women in architecture, the spring lecture series included inspiring talks with **Carol Phillips** of Moriyama Teshima and **Heather Dubbeldam** of Dubbeldam Architecture + Design, as well as the luminous film **City Dreamers**. The fall series was modified to acknowledge current events and included a round table discussion on Nuit Blanche with **Laura Nanni & Chris Evans**, and the celebration of the London, Ontario **Urban Design Awards**, as well as the urban activism documentary **Secret Mall Apartment**.



Award recipients answering audience questions at the London Urban Design Awards celebration.



Carol Phillips of Moriyama Teshima speaking at the LSA Spring Lecture Series.

In April, the LSA hosted its **AGM**, and elections were held to re-elect all positions, though as we embrace responsibility for Nuit Blanche, some of those roles are redefining themselves:

- Chair – Tim Wickens
- Vice-Chair – Mauricio Bernal
- Treasurer – Alison Hannay
- Secretary - Alicia Lesniak
- Intern Liaison – Eleanor Laffling & Scott Townsend
- Municipal Regulatory Liaison – Jim Sheffield & Tom Tillmann
- Community Engagement Coordinators – McMichael Ruth & Hillary Little

In June the LSA hosted the first annual **Nuit Blanche-Launch Mixer** with the successful proponents, and the London arts community at Museum London. In July, the LSA was grateful to Arriscraft Canada Brick for hosting **Bricks and Brews**, a social mixer that included a practical masonry challenge for teams of more and mostly less competent architect-masons. In October, over lunch, we hosted the **Local Society Visit** with OAA president Ted Wilson, Executive Director Kristi Doyle and council Liaison, Don Ardiel. The LSA closed out 2025 with an **architectural tour** of the stunning new facilities of **Element 5** with Architects Tillman Ruth Robinson.

The London Society of Architects looks forward to 2026, building on the successes and lessons learned in 2025 with our valued supporters and partners, and the southwest Ontario communities of Bruce, Huron, Perth, Middlesex, Oxford, Elgin and Haldimand-Norfolk counties.

Sincerely,

Tim Wickens OAA, FRAIC
Chair, London Society of Architects

London Society of Architects
Balance Sheet
As of October 31, 2025

11/18/25

Accrual Basis

	Oct 31, 25
ASSETS	
Current Assets	
Chequing/Savings	
London Society of Architects	18,337.48
Total Chequing/Savings	18,337.48
Total Current Assets	18,337.48
TOTAL ASSETS	18,337.48
LIABILITIES & EQUITY	
Equity	
Opening Balance Equity	25,754.01
Retained Earnings	-872.48
Net Income	-6,544.05
Total Equity	18,337.48
TOTAL LIABILITIES & EQUITY	18,337.48

London Society of Architects
Profit & Loss
November 2024 through October 2025

11/18/25

Accrual Basis

	Nov '24 - Oct 25
Ordinary Income/Expense	
Income	
Revenue from Events	23,000.00
Per Capita Funding OAA	8,160.00
Total Income	31,160.00
Expense	
Administrative Expenses	
General Expenses	135.60
Website / Social Media	249.28
Bank Fees	10.50
Admin Staff	542.40
Total Administrative Expenses	937.78
Society Initiatives	
Awards	2,500.00
Total Society Initiatives	2,500.00
Meetings / Events	
Seminars	3,181.92
Events	27,641.63
General Meetings	3,428.27
Total Meetings / Events	34,251.82
Maintenance Fee - BMO	14.45
Total Expense	37,704.05
Net Ordinary Income	-6,544.05
Net Income	-6,544.05

NBSA

NORTH BAY SOCIETY OF ARCHITECTS

ANNUAL REPORT to the OAA Council
JANUARY 2026

Summary of Society Activities

2025: A Year of Community Engagement and Reflection

North Bay Society of Architects

Mandate and Overview

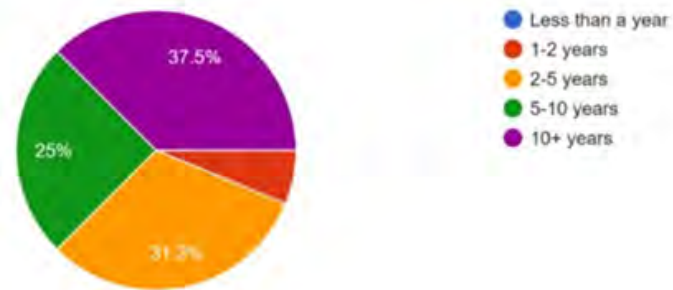
In 2025, the North Bay Society of Architects (NBSA) advanced its mission to promote architecture, support the profession, and engage the public. Alongside delivering established programs, the Society focused on strengthening governance, enhancing member engagement, and ensuring long-term sustainability, all guided by the OAA's priorities of Climate Action and Equity, Diversity, and Inclusion.

Governance and Strategic Planning Shaping the Future of the NBSA

A little bit about you

1. How long have you been a NBSA Member?

16 responses



In 2025, the NBSA focused on evaluating its purpose, priorities, and role within the architectural community. The Executive undertook a structured review to clarify the Society's identity, explore opportunities to enhance member engagement, and strengthen relationships with affiliated organizations and municipal committees.

Building on insights from the 2024 NBSA member survey—which explored member perspectives on current fee structures and interest in expanding membership to include affiliates—the Executive issued a second, more focused survey to further examine who we are, how we can improve, and how best to respond to evolving priorities related to activities, programs, and new avenues to expand visibility and participation. This initiative successfully identified the Society's core needs and aspirations, laying the groundwork for a three-year strategic plan focused on growth, long-term sustainability, and delivering value to licensed architects, Intern Architects, graduates, students, and prospective affiliates.

Member feedback has been central to this process and will continue to guide the Society's ongoing development.

Education and Professional Outreach

NBSA Bursaries

The NBSA maintained its commitment to education and public outreach by continuing its two annual bursaries for students residing within the Society's territorial boundaries who are pursuing post-secondary architectural studies.

Collab North Summer Camp Program

The Society also participated in the McEwen School of Architecture's Collab North Summer Camp Program (Archi North), in collaboration with two other OAA societies. This initiative supports early exposure to architecture and design in Northern Ontario and aligns with OAA objectives related to education, mentorship, and public awareness of the profession.

The Climate Change Challenge

The NBSA delivered the third year of The Climate Change Challenge, a bilingual student design competition focused on fostering awareness and innovation in response to climate-related issues affecting the built environment. Participation and project quality remained strong. To improve alignment with educational timelines and thematic relevance, the Executive in consultation with the four (4) local school boards opted to postpone the next iteration of the The Climate Change Challenge to the month of April 2026, coinciding with Earth Day.

2026 NBSA Executive Committee Members

North Bay Municipal Heritage Committee

The NBSA continued its collaboration with the North Bay Municipal Heritage Committee by serving as a representative on the Committee and once again acting as the primary sponsor of the biennial Heritage Photo Contest. The 2025 photo contest theme, Through the Lens of Time: Celebrating 100 Years of Design, marked the City of North Bay's centennial and encouraged public engagement with the community's architectural and cultural heritage. This initiative supported public education and awareness objectives aligned with the values of the OAA.

NBSA Elections and Continuity for 2026

In accordance with the OAA Local Architectural Society Handbook, the NBSA conducted its Executive election in November 2025. As no new nominations were received, all current Executive members were re-elected by acclamation and agreed to continue in their respective roles for an additional year. This continuity provides organizational stability and supports the continued advancement of strategic initiatives established during the 2024–2025 term.

The re-elected Executive remains committed to its mandate of promoting awareness, appreciation, and understanding of architecture throughout the Society's boundary and its communities. The team will continue to foster meaningful dialogue among Architects, Intern Architects, and Student Associates, strengthen the NBSA's relationship with the OAA, and advance collaborative efforts within the broader regional architectural community.

Chair: Jean Philippe Larocque, Architect, B.Arch., OAA, OAAQ, MRAIC, LEED AP BD+C, NBSA representative on the North Bay Municipal Heritage Committee.

Vice-Chair: Noémie Lavigne, Architect, B.A.S., M.Arch., OAA

Treasurer: Ruth Elder, Architect, B.Arch., OAA, MRAIC

Secretary: Kam Wróblewski, Architect (terms, conditions & limitations), Dipl. Arch. Tech., OAA, MRAIC

Director of Communications: Emilie Renaud, Architect, B.A.S., M.Arch., OAA

Special Project Funding Reports

2025 NBSA Bursaries

The NBSA's Collegial and University Student Bursary program, a longstanding and valued initiative of the Society, entered its final year after successfully receiving three consecutive years of financial support from the OAA. This funding has played a vital role in supporting students pursuing architectural studies and marks the conclusion of the current funding cycle.

In 2025, two \$1,500 bursaries were awarded to university-bound students, Sam Gervais and Blake Okimi, two Grade 12 students who have been accepted at the McEwen School of Architecture in Sudbury for the 2025 September semester.



Each year, the NBSA invites successful bursary recipients to identify a building or structure that has inspired their interest in architecture or reflects what the profession means to them.

Opposite page: Balke Okimi stands proudly in front of his selected building - the Enviro-Education Centre in his hometown, Sunridge.

Image above: photo of bursary recipient Sam Gervais standing in front of her selected building in North Bay. The Pro Cathedral of the Assumption, located on Algonquin Avenue in North Bay, is the building that inspired her to pursue a career in architecture.

Special Project Funding Reports

Collab North - Archi North / Archi Nord 2025

The McEwen School of Architecture Summer Camp Program, Archi North, was once again a resounding success. Participation by the North Bay, Algoma, and Northern Ontario Societies of Architects contributed to a meaningful and engaging experience, offering the Northern Ontario societies an opportunity to observe emerging talent and gain insight into the next generation of architects.

Once again, students from across Ontario and beyond participated in the summer camp, enhancing their personal development while gaining valuable insight into the academic programs offered by the McEwen School of Architecture as they consider architecture as a potential career path.

This year, three aspiring students from the NBSA geographic region considering a future career in architecture were awarded bursaries in recognition of their participation and academic potential.



2025 Photo Contest

MARCH 28, 2025

In celebration of North Bay's 100th anniversary, supported by Special Project Funding, the NBSA collaborated with the North Bay Municipal Heritage Committee (MHC) in sponsoring its 2025 photo contest: Through the Lens of Time: Celebrating 100 Years of Design. This year's theme highlights the connection between architecture and the natural elements of air, water, and land — key elements also represented in the City's Centennial logo.



The contest includes two age categories: youth (17 and under in 2025) and adult (18 and older in 2025). The deadline for submissions is **Oct. 14, 2025**. For full contest details, including rules and submission forms, visit the [contest webpage](#) or contact heritage@cityofnorthbay.ca.

North Bay Municipal Heritage Committee (NBMHC)

2025 Photo Contest

Through the Lens of Time: Celebrating 100 Years of Design
To commemorate North Bay's 100th anniversary, the North Bay Municipal Heritage

Committee (NBMHC) invited photographers of all ages to participate in its 2025 contest, Through the Lens of Time: Celebrating 100 Years of Design. This year's theme focused on the interplay between architecture and the natural elements of air, water, and land—key motifs also reflected in the City's Centennial logo. Participants were encouraged to capture how design and nature converge to shape North Bay's built environment, from enduring historic landmarks to contemporary, sustainable structures.

Judging and Recognition

A panel of judges, appointed by the MHC and including members or designates with expertise in photography or heritage, have reviewed the entries and selected the winners. The chosen photographs will be featured on the City of North Bay's website and social media platforms, while Tourism North Bay will also share the entries and may incorporate them in future city promotion materials, with proper credit.

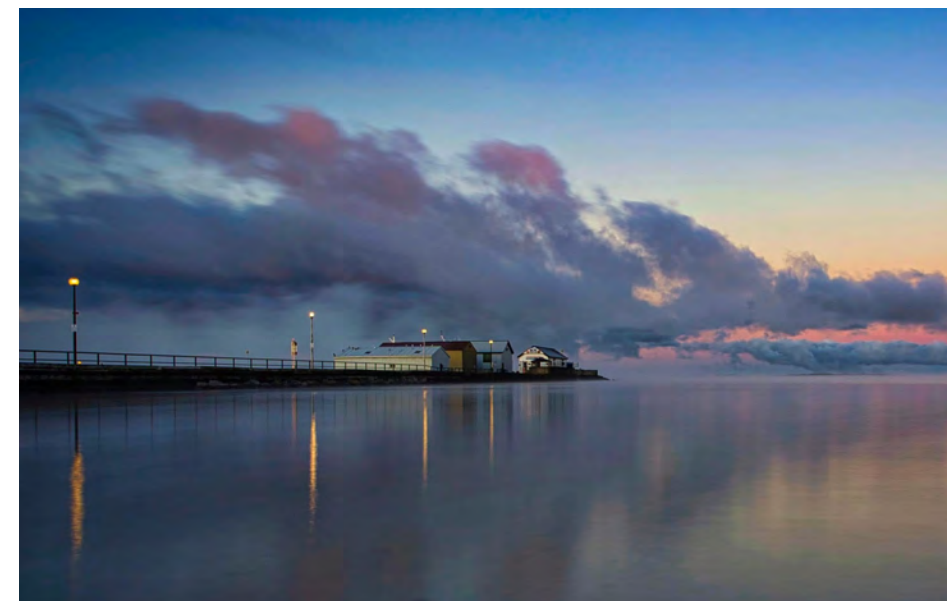
Below are the four finalists:

First Place - Youth:
Clark Boivin
"Bridging Nature"



First Place - Adult:
Krishnanand KG
"Where Stone Meets Skyline"

Second Place - Youth:
Nico Anello
photo of Canadore
College's Boeing 727-
200



Second Place - Adult:
Steve Taylor
"Sunrise at the North
Bay Waterfront".



The Three Little Pigs Against the Three Big Climate Change Impacts

This unique educational initiative, created and delivered by the NBSA and now entering its third edition, will be held during Earth Week in April 2026. The decision to postpone the event—traditionally delivered at the end of the school year—was made to better align the program’s objectives with Earth Day, reinforcing its focus on climate awareness and the role architecture can play in responding to global climate change.

This revised timing will enhance students’ understanding of the program’s core message while strengthening engagement with its hands-on, creative learning components. The initiative provides students with an opportunity to explore the broader environmental impact of architecture through an integrated academic project.

The NBSA is pleased to confirm the anticipated participation of all four (4) local school boards in the 2026 edition of the program. The Society is also appreciative of the continued support provided by the Ontario Association of Architects (OAA), which enables students to engage in a creative, problem-solving exercise that integrates critical thinking, writing, collaboration, and model-making skills.

The program fosters a studio-based learning environment in which students work collaboratively, test and refine ideas, and develop a final built model. This process simulates a design studio experience and culminates in student presentations to peers, educators, parents, and the broader school community.

Financial Report

Summary of year ending December 31st, 2025:

OAA President's Visit in North Bay

September 11th, 2025

A strong NBSA delegation attended an engaging evening event at The Block on Main Street, hosting OAA President Ted Wilson and Executive Director Kristi Doyle. The visit marked a shift from traditional, presentation-focused formats toward a more conversational and collaborative approach. Rather than following a fixed agenda, the meeting encouraged open dialogue, allowing discussion topics to emerge organically. The session began with a brief update from the Society Chair on local initiatives, activities, challenges, and concerns, followed by a summary of key findings identified in the recent membership survey.

The visit concluded with updates on current OAA initiatives, highlighting the importance of two-way engagement between the OAA and the NBSA.

North Bay Society of Architects			
Financial Report Year End December 31st, 2025			
REVENUE			
OAA Funding			
Architectural Membership Fees	\$ 2,185.00		
Special Funding (Kid Kits)	\$ 5,050.00		
Special Funding (Collab Nord)	\$ 1,050.00		
Special Funding (Heritage Committee Photo Contest)	\$ 1,500.00		
Special Funding (Student Bursaries)	\$ 2,500.00		
		\$ 12,285.00	
Other Revenue			
Term Investment Interest	\$ 513.43		
		\$ 513.43	
TOTAL REVENUE		\$ 12,798.43	
EXPENSES			
Special Project Expenses			
Community Special Projects (Kid Kits)	\$ -		*Anticipated \$5,050 Expense January /26
Community Special Projects (Heritage Photo Contest)	\$ -		*Anticipated \$1,500 Expense January /26
Collab Nord 'Archi Nord'	\$ 1,050.00		
Student Bursaries	\$ 3,000.00		
		\$ 4,050.00	
Marketing & General Expenses			
Web Page-Square Space Domain Name Renewal	\$ 572.65		
2025 OAA President's Dinner Meeting	\$ 1,122.71		
2025 NBSA Dinners + Lunches	\$ 935.92		
		\$ 2,631.28	
TOTAL EXPENSES		\$ 6,681.28	
NET INCOME		\$ 6,117.15	
Chequing Account			
	Withdrawal	Deposit	Balance
Opening Balance January 1, 2025			\$ 10,980.79
Mar 25/25 AR- OAA Direct Deposit Special Funding		\$ 5,050.00	\$ 16,030.79
Apr 07/25 AR- OAA Direct Deposit Special Funding		\$ 5,050.00	\$ 21,080.79
Apr 28/25 AR- OAA Direct Deposit OAA Membership		\$ 2,100.00	\$ 23,180.79
Jun 27/25 AR- OAA Direct Deposit OAA Membership		\$ 45.00	\$ 23,225.79
Aug 02/25 AP- NBSA Cheque No. 121- Collab Nord Summer Camp	-\$ 1,050.00		\$ 22,175.79
Aug 11/25 AR- OAA Direct Deposit OAA Membership		\$ 40.00	\$ 22,215.79
Aug 16/25 AP- NBSA Cheque No. 122- Architectural Student Bursary	-\$ 1,500.00		\$ 20,715.79
Sep 11/25 AP- NBSA Cheque No. 124- Reimburse LEA for payments for NBSA Annual 2025 Square Space Google Suite and Business Website Invoices and NBSA Dinner to discuss NBSA Survey results	-\$ 1,508.57		\$ 19,207.22
Oct 24/25 AP- NBSA Cheque No. 125- Reimburse LEA for OAA President's Dinner Meeting September 2025	-\$ 1,122.71		\$ 18,084.51
Nov 04/25 AP- NBSA Cheque No. 123- Architectural Student Bursary	-\$ 1,500.00		\$ 16,584.51
Sub Total	-\$ 6,681.28	\$ 12,285.00	\$ 16,584.51
Non Registered Non Redeemable Term Account			
Jan 01/25 Opening Balance January 1, 2025	\$ -	\$ -	\$ 13,000.00
Dec 12/25 Annual Term Interest	\$ -	\$ 513.43	\$ 13,513.43
Sub Total	\$ -	\$ 513.43	\$ 13,513.43
Closing Balance December 31, 2025			\$ 30,097.94

Prepared by NBSA Treasurer Ruth Elder, Architect, OAA MRAIC

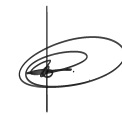
What's in the works for 2026

With the completion of a comprehensive member survey, the NBSA has established a strong foundation for the development of a three-year strategic plan. The survey findings will guide the elected Executive Committee in strengthening existing core programs while identifying new initiatives designed to enhance member engagement and participation.

This process has clarified the Society's priorities, needs, and long-term aspirations, providing a clear strategic framework to guide the NBSA over the next three years. The primary objective is to support sustainable growth while continuing to deliver meaningful value to licensed architects, Intern Architects, and, where appropriate, affiliated members.

By setting long-term goals and reinforcing connections within the architectural community, the NBSA is positioning itself as a resilient and engaged Society, better equipped to respond to the evolving challenges faced by a smaller regional organization within a changing professional landscape.

The Executive team wishes to express its sincere appreciation to all its members for their continued commitment, engagement, and support of NBSA initiatives. It is equally grateful to the Ontario Association of Architects for its ongoing financial and administrative support, which has been instrumental in strengthening the NBSA's voice across the communities we serve.



Jean Philippe Larocque
Chair



Noémie Lavigne
Vice-Chair



Ruth Elder
Treasurer



Kam Wróblewski
Secretary



Emilie Renaud
Director of Communications



Annual Report

Northumberland Durham Society of Architects

NDSA Chair: Crystal Gardner

NDSA Treasurer: David Mills



February 20, 2026



Society Initiatives Overview

The Northumberland Durham Society of Architects (NDSA) is a Local Architectural Society operating under the Ontario Association of Architects (OAA). Representing architects and interns across the Northumberland and Durham regions, NDSA serves as a professional network dedicated to advancing architectural excellence, continuing education, and meaningful community engagement.

As part of the OAA's provincial network of societies, NDSA organizes educational programs, guided architectural tours, lectures, and networking events that support professional growth and lifelong learning. Many of these initiatives qualify for OAA Continuing Education hours, including Structured Learning sessions when applicable.

This year, the Society's focus is centered on giving back to the community and supporting the next generation of professionals. NDSA is committed to encouraging emerging and young architects by creating opportunities for mentorship, collaboration, and professional exposure. A key objective is to foster open dialogue—both within the profession and with the broader public—to strengthen understanding of architecture's role and ensure the continued growth and relevance of the profession.

Looking ahead, NDSA intends to apply for special funding to host a series of architectural talks focused on architecture, innovation, and the Durham Region. These talks aim to highlight local design leadership, explore forward-thinking ideas, and create a platform for meaningful discussion around the built environment.

NDSA is a growing society with big ideas. The objective this year is not only to envision these initiatives, but to actively implement them—transforming ambition into tangible programs that benefit members, emerging professionals, and the wider community alike.



NDSA- Walking Tour

NDSA – New Pickering Boardwalk & Beachfront Park Revitalization Tour

June 13

On June 13, NDSA participated in a guided walking tour of the New Pickering Boardwalk and Beachfront Park Revitalization project as part of its Continuing Education program. The tour was organized and specifically led by an OAA Local Architectural Society, qualifying it for OAA Structured Learning hours.

Under OAA Continuing Education requirements, Structured Learning hours for tours qualify when they are organized, guided, and led by an OAA Local Architectural Society. These educational tours support architectural practice and are considered in-person learning, typically with no maximum limit on eligible hours. In contrast, other non-society tours are classified as Unstructured Learning.

This June 13 tour provided valuable professional development, offering insight into the project's design vision, sustainability strategies, accessibility enhancements, shoreline improvements, and construction considerations. Participants explored the upgraded boardwalk and discussed how the revitalization contributes to long-term community development and environmental stewardship.

By aligning the tour with OAA Structured Learning requirements, NDSA reinforced its commitment to meaningful, in-person professional education and ongoing architectural growth. requirements, the tour reinforced NDSA's commitment to ongoing professional growth and meaningful engagement with impactful built projects.



New Pickering Boardwalk & Beachfront Park Revitalization Tour- Photos



OAA President Dinner - 2025

The OAA President's Dinner was jointly hosted by the Northumberland Durham Society of Architects (NDSA) and the Trent Association of Architects at Bistro 67.

The evening brought together members of both societies along with leadership from the Ontario Association of Architects (OAA) for an opportunity to connect, share insights, and strengthen professional relationships within the region. The event provided a welcoming setting for meaningful dialogue about the profession, ongoing initiatives, and future opportunities for collaboration.

Hosting the dinner collaboratively highlighted the strong partnership between the local societies and reinforced a shared commitment to professional engagement, community building, and the advancement of architecture across the region. The OAA President's Dinner was jointly hosted by the Northumberland Durham Society of Architects (NDSA) and the Trent Association of Architects at Bistro 67.

The evening brought together members of both societies along with leadership from the Ontario Association of Architects (OAA) for an opportunity to connect, share insights, and strengthen professional relationships within the region. The event provided a welcoming setting for meaningful dialogue about the profession, ongoing initiatives, and future opportunities for collaboration.

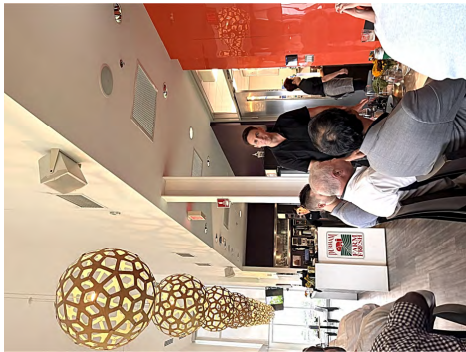
Hosting the dinner collaboratively highlighted the strong partnership between the local societies and reinforced a shared commitment to professional engagement, community building, and the advancement of architecture across the region.



OAA President Dinner - 2025



OAA President Dinner - 2025



Finances

Northumberland Durham Society of Architects

Statement of Revenue and Expenses

Twelve Months Ended December 31, 2025

	2024	2025	2026	Budget Notes
REVENUE				
Membership Fees Collected	\$ 1,770	\$ 1,770	\$ 2,500	Assumed greater income from increased fees
Per Capita Funding from OAA	\$ -		\$ -	
Revenue from Events	\$ -	\$ -	\$ -	
Revenue from Seminars	\$ -	\$ -	\$ -	
Special Project Funding Requests	\$ -	\$ 4,600 *	\$ -	
Interest Income from Investments	\$ -	\$ -	\$ -	
Misc Fees	\$ -	\$ -	\$ -	
Total Revenue	\$ 1,770	\$ 6,370	\$ 2,500	
EXPENSES				
Meetings/Events				
General Meetings	\$ -		\$ 800	Spring Meeting and AGM
OAA Local Society President Visit	\$ 1,500	\$ 2,396	\$ -	* Trent Society will be hosting Event this Year
Events	\$ -		\$ 800	Fall Event Planning
Seminars	\$ 800			
Total Event Expense	\$ 2,300	\$ 2,396	\$ 1,600	
Society Initiatives				
Awards	\$ 2,000	\$ -	\$ 1,000	NDSA Scholarship for Post Secondary Education
Society Initiatives	\$ -	\$ -	\$ 1,000	Special Funding for Website Design
Donations	\$ -	\$ -		
Total Society Initiatives	\$ 2,000	\$ -	\$ 2,000	
Administrative Expenses				
Admin Staff	\$ -	\$ -		
Admin Staff Meeting	\$ -	\$ -		
Bank Fees	\$ 50	\$ 36	\$ 36	Service Fees at \$3.00 per month
Website/Social Media	\$ -	\$ -		
General Expenses	\$ -	\$ -		
Total Administrative Expenses	\$ 50	\$ 36	\$ 36	
Total Expenses	\$ 4,350	\$ 2,431	\$ 3,636	
Net Profit (Loss)	-\$ 2,580	\$ 3,939	-\$ 1,136	

\$16,233.31 Total Account Balance at December 31, 2025

**The Trent and Durham Societies take turns hosting the President's Dinner each year. This is reflected in the breakdown. Members from both societies attend the annual event.



The Niagara Society of Architects (NSoA)



The Niagara Society of Architects is a non-profit professional association and local chapter of the Ontario Association of Architects. We support public education, advocate for architectural excellence, and connect communities with licensed architects practicing in Niagara and beyond.

2025 Annual Report

The 2025 year began with the election of a new Executive Committee.

Regular meetings were held at the Dalhousie Yacht Club, where members could discuss Architecture in Niagara. At select meetings we invited guest lecturers to present on important topics the membership was interested in for Continuing Education credits.

Throughout the year, members also met for non structured continuing education opportunities, and thanks to the 2025 NSoA's Film Series, had the chance to view Architecture related films at the First Ontario Performing Arts Centre in St. Catharines.

This year we completed a rebuild of the NSoA website. The website was over a decade old and due for a design update. The updated design is a beautiful, egalitarian platform for our society and members to engage the Niagara Community. The website's clean, modern design presents our members and their work elegantly. The updated website can be viewed at www.niagaraarchitects.ca

At the end of the year we hosted a Holiday Social for our members and their staff. This event's purpose was to meet and welcome our newest members, while also encouraging society participation in a non-formal setting.

Though the number of members in the area is small, with very few emerging or new architects or interns, the society ended the year with renewed energy, a larger executive and many ideas about engaging more of its members and creating opportunities to connect with the public. We look forward to another great year!

EXECUTIVE COMMITTEE



Greg Redden
Co - Chair



David Donnelly
Co - Chair



Agata Mancini
Executive



Gina Schafrick
Executive

MEMBERS / ARCHITECTS



***2M Architects
Inc.***

ACK Architects

***Archway
&
Associates***

Assembled Light

***Chapman
Murray
Associates
Architects Inc.***

***Giorgio
Giovinazzo***

***Harald Ensslen,
OAA Architect***

***Iconic
Architecture***

Jason Pizzacarola

***Larisa Brodsky
Architects Inc.***

***MZE/
architecture +
design inc.***

OAN architect

***Parker Architects
Inc.***

Quartek

***Raimondo +
Associates
Architects Inc.***

***Robert J.
Kimpinski***

***These Architects
Inc.***

***Whiteline
Architects Inc.***

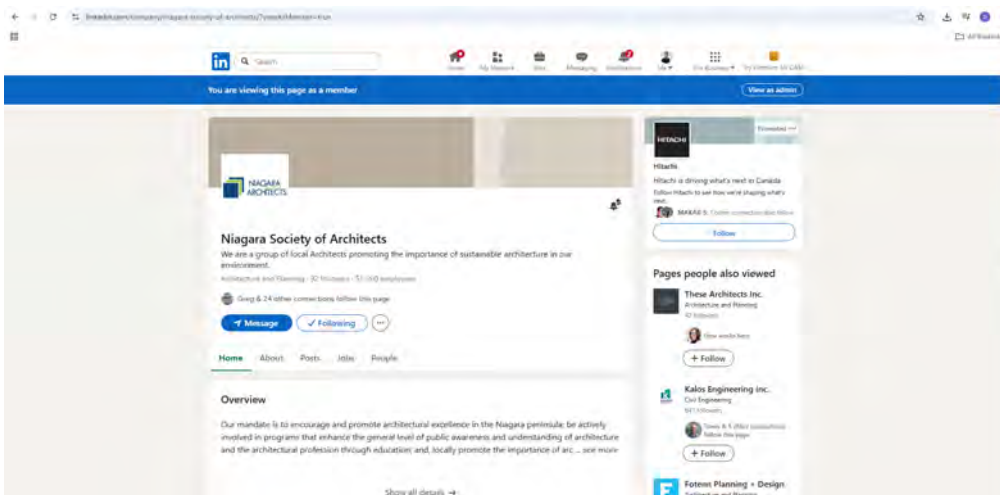
MEMBER BREAKDOWN

Total Membership number + breakdown:

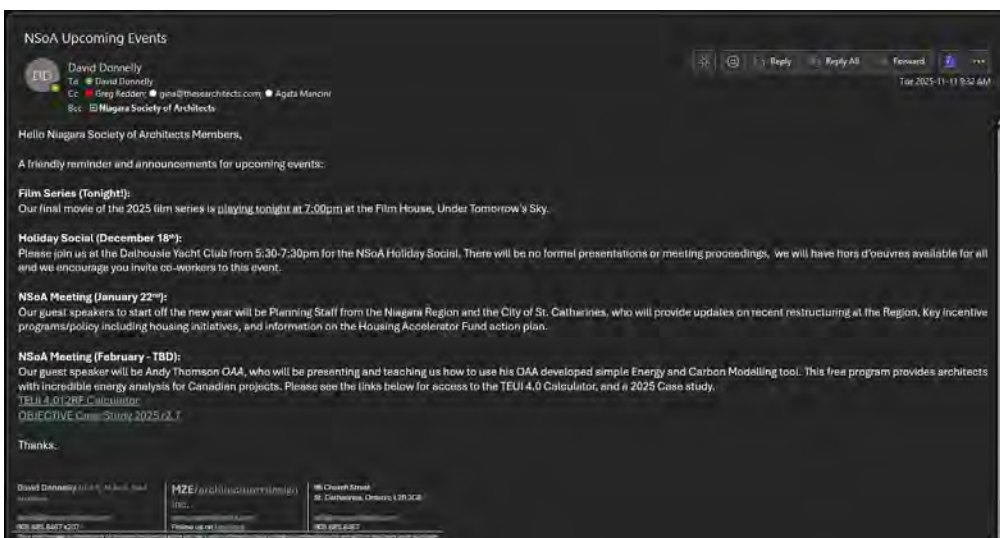
- o Architects 32
- o Students 2
- o Intern Architects 3
- o Affiliates 5

Communications/outreach efforts:

- o Information and Event Reminders Issued (10)
- o Social media follows:
 - Instagram (108)
 - LinkedIn (92)
 - Facebook (128)
- o Number of events hosted (5)
- o Con-ed hours offered (Structured + Non Structured)



NSoA Linked In Home Page



NSoA typical information/Event Reminders

MAJOR ACTIVITIES / INITIATIVES



Film Series

2025

We have partnered with The Film House at the First Ontario Performing Arts Centre to present the Architecture + Design Film Series — a year-round program that brings architecture, design, and storytelling together.



NSoA Website Update

2025 - Present

Complete rebuild of the NSoA website, which was last updated over a decade ago, to make it easier to navigate, more accessible to the public and egalitarian representation of our members.



Meetings & Presentations

January 2025 - December 2025

Regular meetings were held at the Dalhousie Yacht Club on a bi-monthly basis. These meetings hosted important discussions regarding Architecture in Niagara. They also hosted guest lectures, presenting important continuing education content for our members.



Holiday Social

December 18th 2025

The holiday social was hosted in late December in an effort to celebrate the year end, and encourage our younger and newer members to get to know the society in a less formal setting. We extend the invitation to our members and their staff.

We have partnered with The Film House at the First Ontario Performing Arts Centre to present the Architecture + Design Film Series — a year-round program that brings architecture, design, and storytelling together.

Each event features a curated film, followed by a speaker presentation and/or an open discussion exploring the ideas, themes, and cultural relevance of the work. These evenings are designed to engage architects, designers, and the broader public alike. For upcoming screenings and current programming, visit the First Ontario Performing Arts Centre website.



THE NIAGARA SOCIETY OF ARCHITECTS PRESENTS

25

OF THE TWENTY FIRST CENTURY

APRIL 15
MAY 13
JUNE 10
SEPTEMBER 9
OCTOBER 14
NOVEMBER 11

FILMS BEGIN AT 7:00pm




THE ARCHITECTURE & DESIGN FILM SERIES

THE FIRST TWENTY FIVE YEARS

21

THE MUSEUM
BIRD'S NEST - HERZOG & DE MEURON
REM
16 ACRES
BIG TIME
UNDER TOMORROW'S SKY

AT THE PAC FILM HOUSE



NSoA 2025 Film Series poster

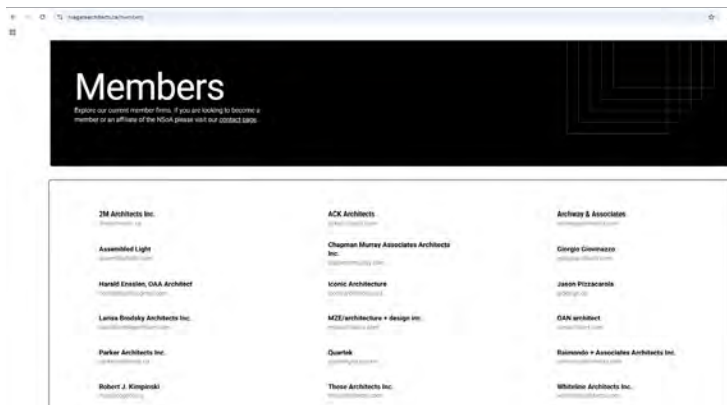
NSoA Website Update



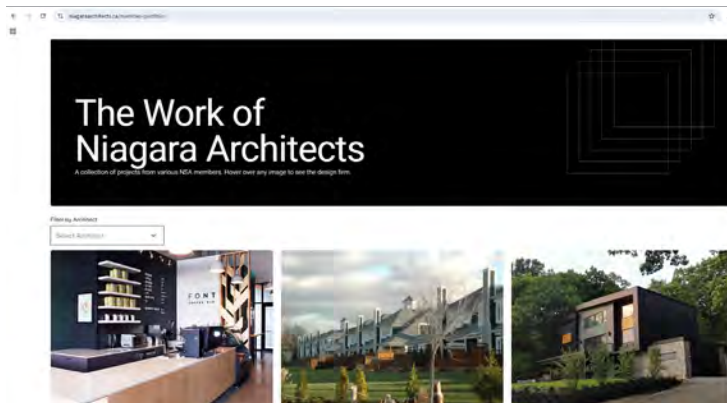
A complete redesign of the NSoA website has been completed to better serve our members and the community. The updated design is a beautiful, egalitarian platform for our society and members to engage the Niagara Community.



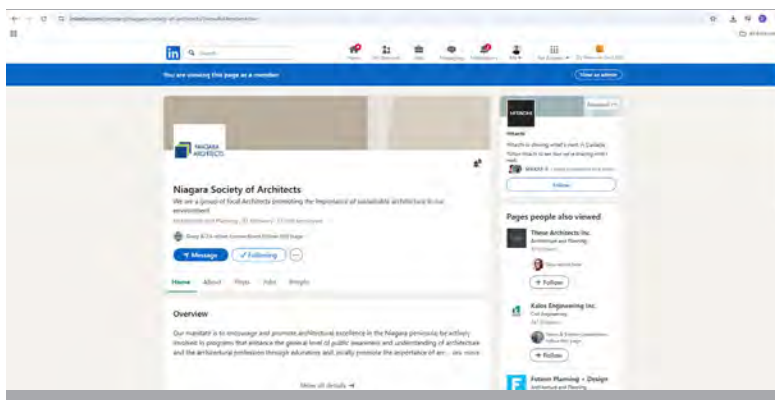
The home page presents the NSoA's mission statement as well as quick links to our directory, upcoming events, news, and portfolio.



The members page presents an egalitarian list of all of our member firms holding a certificate of practice within the Niagara Region.



Our portfolio page displays 3 - 4 images provided from each Architectural Practice to showcase some of the incredible work of our members.



The NSoA has also created a social media presence on LinkedIn, Instagram and Facebook.

NSoA Presentations, Meetings & Socials

Regular meetings were held at the Dalhousie Yacht Club in St. Catharines. These meetings hosted important discussions regarding Architecture in Niagara. They also hosted guest lectures, presenting important continuing education content for our members. A Holiday Social was hosted on December 18th 2025, with the intent of welcoming our newest members and encouraging more engagement with-in the society in a non-formal setting.



FINANCIAL SUMMARY



Niagara Society of Architects

Balance Sheet

Twelve Months Ended December 31, 2025

	2024	2025
ASSETS		
Petty Cash	\$ -	\$ -
Cash	\$ 15,485.32	\$ 11,163.47
OAA Fund Transfer	\$ 4,100.00	\$ 9,080.00
Investments		
Account Receivable	\$ -	\$ -
Total Assets	\$ 19,585.32	\$ 20,243.47
LIABILITIES		
Accounts Payable	\$ -	
Cheques,	\$ 11,058.93	\$ 2,590.30
NSA Mtg expenses	\$ -	\$ 582.73
NSA Holiday Social expenses	\$ -	\$ 1,891.26
Website Design, Adam Zaremba	\$ -	\$ 1,910.27
Website Hosting, Don Cormier	\$ -	\$ 339.00
Total Liabilities	\$ 11,058.93	\$ 7,313.56
EQUITY		
Retained Earnings	\$ -	\$ -
Total Members Equity	\$ -	\$ -
Total Liabilities & Equity	\$ 11,058.93	\$ 7,313.56

Issued February 2026

Northwestern Ontario Society of Architects – 2025 Year End Review

We are pleased to provide OAA Council with our 2025 overview of activities and undertakings for the Northwestern Ontario Society of Architect, including our year-end accounting, attached to this review.

2025 was a reasonably active year for the local society of architects, with a large group of affiliates joining from member firms – there was renewed enthusiasm and an increase in the number of meetings through the year. Our local society continues to discuss local issues and events affecting the profession and practice and look for ways to engage and raise awareness of the role architecture plays in the public realm.

Following are the highlights of our society for 2025:

- **SCOCIETY MEETINGS:** There were three formal meetings held throughout the year with an additional meeting held during the Presidents Tour. The activities of the society were kept active between meetings through regular NWOSA Email Newsletters.
- **PRESIDENTS TOUR:** This year saw the second “in-person” meeting with the OAA President (*Ted Wilson*) and Executive Director (*Kristi Doyle*) following its pause during the Covid Pandemic, which was held over a dinner at a local waterfront hotel at Prince Arthurs Landing. The event was well attended with good conversation.
 - NWOSA expressed interest in being considered for hosting a future OAA Conference in Thunder Bay, Ontario – this opportunity is being explored.
- **OAA SPECIAL FUNDING OPORTUNITIES:** NWOSA continue to look at opportunities for raising public awareness of the value and importance of architecture in their community. There are three efforts being organized, one already with approved funding, two others are planned to be submitted prior to this year’s funding deadlines.
 - Already Funded: Public Art sponsorship - we continue to correspond with the Friends of Waverley Park Coalition to coordinate a public art element to provide financial support to. The last update that we received suggested there would be activity with Park improvements this coming year.
 - Initiative #1: Architectural Photo Contest – a “scavenger hunt” for students and photography enthusiasts to capture photos of buildings and spaces demonstrating local architectural importance, to raise interest, awareness and to see the city in the eyes of the public. An event will be arranged at the local art gallery for viewing submissions and selecting winners.
 - A sub-committee has been established to plan this initiative
 - Initiative #2: Billboard Campaign Part-2 – working with a local graphics company to create 12 monthly billboard ads to promote architecture, with a focus on “Growth + Development” to align with the City of Thunder Bay growth initiatives.

...continued.../

- SPONSORSHIPS: This year saw one sponsorship of \$1,000.00 toward the “Northwest Climate Gathering” that was held at the local University October 17th and 18th.
- The Society Chair continues as a member of the OAA PACT Team, updating the local society on regulatory and other matters that may affect the profession.
- Some anticipated activities for 2026 include:
 - Participation at the OAA Conference in Kitchener, Waterloo
 - Meeting with the local City Manager to discuss the society members’ top concerns affecting the practice locally, which include:
 - Municipal Public Procurement
 - need a separate RFP for "Professional Consulting Services"
 - concerns with Terms and Conditions, Insurance requirements, etc..
 - Planning Approval process
 - Site Plan Control, slowing down the issuance of building permits
 - Building Permit Application, required documents prior to issuance:
 - Plumbing Information Sheet, Truss Certificates, Sprinkler Shop Drawings
 - Qualifications of Building / Planning Support Staff
 - no licensed architect on staff
 - Pursue OAA Special Funding for two new initiatives.
 - Pursuing the potential for hosting a future OAA Conference in Thunder Bay

Our 2025 financial information, 2026 Budget and list of members from 2025 are attached to the end of this report.

This concludes our year in review for 2025.

A handwritten signature in black ink, appearing to read "Cory Stechyshyn", is written over a horizontal line.

Cory Stechyshyn – Architect, OAA, MRAIC, LEED AP
Chair, NWOSA



Northwestern Ontario Society of Architects

2025 ANNUAL REPORT - FINANCIALS

CREDITS FOR 20204		Debits	Credits	Note
01-Jan-25	2025 Opening Balance		\$12,794.06	
23-Apr-25	OAA Member Fees OAA 2025		\$1,065.00	17 members
23-Apr-25	OAA Per Capita Funding 2025		\$815.00	17 members
31-Jul-25	Affiliate Member Fees		\$250.00	10
EXPENSE DETAILS 2025				
MEETINGS				
17-Jul-25	In Person Meeting-1	\$30.91		reimburse Chair
14-Aug-25	In Person Meeting-2	\$324.96		reimburse Chair
10-Sep-25	In Person Meeting-3	\$198.66		reimburse Chair
	Sub-Total Society Meetings		\$554.53	
29-Aug-24	OAA Presidents Tour w Room Rental	\$971.07		reimburse Chair
	Subtotal All Meetings	\$1,525.60		
SPONSORSHIPS				
	Northwest Climate Gathering	\$1,000.00		Etransfer
	Subtotal Sponsorships	\$1,000.00		NWOSA funds
EXPENSES				
		\$0.00		
		\$0.00		
	Subtotal Expenses	\$0.00		
BANK FEES				
\$6/mnth	January	\$6.00		Bank Fee
	February	\$6.00		Bank Fee
	March	\$6.00		Bank Fee
	April	\$6.00		Bank Fee
	May	\$6.00		Bank Fee
	June	\$6.00		Bank Fee
	July	\$6.00		Bank Fee
	August	\$6.00		Bank Fee
	September	\$9.40		Bank, Deposit, Transfer Fees
	October	\$9.00		Bank + Transfer Fees
	November	\$6.00		Bank Fee
	December	\$6.00		Bank Fee
	Subtotal Bank Fees	\$78.40		

..continued.../



Total Expenses	as of 2025.12.31	\$2,604.00	
Total Credits	as of 2025.12.31		\$14,924.06
Bank balance	as of 2025.12.31		\$12,320.06
	Funds on reserve for Public Art Element	\$6,000.00	<i>included</i>
Remaining balance			\$12,320.06
		<i>cross-check</i>	\$12,320.06

Prepared by: Cory Stechyshyn, OAA - Society Chair (2026.02.07)



NWOSA - Northwestern Ontario Society of Architects

Statement of Revenue and Expenses

updated Feb-07-2026

With Comparison of Prior Year End and Current Year to Date

	BUDGET		
	2024	2025	2026
REVENUE			
Membership Fees Collected via OAA	1,170	1065	1065
Membership Fees - other categories	150	250	250
Per Capita Funding from OAA	860	815	815
Revenue from Events	0	0	0
Revenue from Seminars	0	0	0
Special Project Funding Requests	3000	6000	15000
Interest Income from Investments	0	0	0
Misc Fees	0	0	0
Total Revenue	5180	8130	17130
EXPENSES			
<i>Meetings/Events</i>			
General Meetings	428.75	554.53	600
OAA Annual President's Society Visit	322.5	971.07	990
Events	1163	0	0
Seminars	0	0	0
Total Event Expense	1914.25	1525.6	1590
<i>Society Initiatives</i>			
Awards	0	0	0
Donations	3000	1000	15000
Total Society Initiatives	3000		15000
<i>Administrative Expenses</i>			
Admin Staff	0	0	0
Admin Staff Meeting	0	0	0
Bank Fees	79.7	78.4	80
Website/Social Media	397.51	0	0
General Expenses	0	0	0
Total Administrative Expenses	477.21	78.4	80
Total Expenses	5391.46	1604	16670
Net Profit (Loss)	-211.46	6526	460

ORSA Ottawa Regional
Society of Architects

Annual General Report
2025

01. Volunteers

Executive Committee

Chair	Christopher Moise, Architect
Vice-Chair	Vacant
Treasurer	Darryl Hood, Architect
Secretary	Paolo Marinelli, Intern Architect
Registrar	Marc Mainville, Architect

Committee Chairs

OAW Co-chair	Kunal Rakshit, Architect
OAW Co-chair	Kristina Moffat, Dip. Arch. Tech.
Social Media	Sarah Fox, Intern Architect
Events	Aman Gupta, Dipl. Arch. Tech

Intern Liaison	Vacant
OAA Liaison	Vacant
RAIC Liaison	Vacant
Carleton University	Vacant



Contributors to Ottawa Architect Week (OAW)

Aman Gupta
Amani Hamzeh
Aschbel Joseph
Austin Durbin
Bryan Mendez
Caelan Mitchell
Carla Sarhan
Christopher Moise
Darryl Hood
David Murcia
Hrishikesh More
Janis Hamacher
Jennifer Liu
Kathan Safi
Kelly Koroluk
Kunal Rakshit
Kundria Gallo
Lee-Christine Bushey
Marc Mainville
Monique St. Pierre
Michelle Duong
Muse Tadiose
Sarah Fox
Taarshi Raghaven
Yigit Cuhacibasi

02. Message from the Chair

Dear Members and Friends of the Ottawa Regional Society of Architects,

As we look back on 2025, I am proud to reflect on a year that strengthened ORSA's role as both a professional network and a public-facing cultural organization. Through volunteer energy, partnerships, and member support, we continued to build momentum around advocacy, education, and community connection, within the profession and well beyond it.

Our flagship achievement in 2025 was Ottawa Architecture Week: Mapping the Market: Spatial Anchors & Planned Histories. This public-facing program positioned architecture as a cultural conversation, rooted in the ByWard Market's layered history, lived memory, and future pressures. At a time when Ottawa's downtown is actively evolving, OAW created space for dialogue on how we honour the past while shaping a future that is inclusive, sustainable, and rooted in place.

We made deliberate progress on mentorship and professional support, especially for those on the path to licensure. In partnership with BAC-DAC, ORSA co-hosted the Ottawa Architects Milestone Party, an event centred on students, interns, and emerging professionals. It strengthened peer networks and reinforced a simple truth: the profession is stronger when people feel welcomed early and often.

The year was anchored by strong member-focused events and collaborations. Our Annual General Meeting welcomed Alain Miguelez (NCC) for a thoughtful talk on architectural style, heritage context, and how best practices evolve when design decisions carry long-term civic consequences. We supported learning and public engagement through programming tied to the city's broader architectural calendar, including participation in Doors Open Ottawa, along with walking-based events that reinforced the importance of observing and understanding Ottawa at street level.

We continued to build a more inclusive culture of participation within the profession. Initiatives like BEACAP, alongside intern- and emerging-professional programming, reflect ORSA's commitment to strengthening pathways into practice and supporting a more representative architectural community in the capital region.

Behind the scenes, ORSA pressed for structural improvements that strengthen local societies over the long term. This year we advanced a pilot proposal to the OAA seeking recognition of society executive work as Structured Learning hours, as a practical incentive to support volunteer recruitment, retention, and succession planning. The model proposed up to 10 structured hours per two-year term for eligible executive and committee chair roles, aligning society leadership work with the OAA's structured learning criteria through a Leadership Practicum format. While the pilot was not approved for implementation, the concept remains important for long-term society sustainability across the province.

None of this is possible without the dedication of our volunteers and Executive, and the ongoing support of our members, sponsors, and partners. Your energy and participation are what keep ORSA active, relevant, and ambitious. On behalf of the ORSA Executive, thank you for contributing your time, ideas, and belief in what this Society can be.

As we look ahead, my hope is that ORSA continues to aim higher, by expanding our reach, deepening public engagement, and strengthening the connective tissue between architecture and civic life in Ottawa.

Warmest regards,

Christopher Moise OAA, FRAIC

Chair, Ottawa Regional Society of Architects



03. Events

Throughout 2025, ORSA hosted a series of member-focused gatherings designed to strengthen professional connections, celebrate career milestones, and foster dialogue on the evolving role of architecture in the capital region. The year included a well-attended milestone celebration held in partnership with BAC-DAC, which brought together students, interns, emerging professionals, and retirees in an informal setting emphasizing mentorship, knowledge sharing, and community continuity across generations of practice. ORSA also supported the local launch of Building Equality in Architecture – Capital Region (BEA CAP), including its inaugural meeting at Carleton University Azrieli School of Architecture & Urbanism, reinforcing the Society’s commitment to equity, representation, and inclusive leadership within the design professions.

The Society’s Annual General Meeting, hosted at Mill Street Brew Pub Ottawa, featured a keynote by Alain Miguelez, whose presentation explored how architectural style, urban context, and professional judgment inform best practices in a city shaped by heritage and change. Additional programming included engagement with Ontario Association of Architects leadership during the OAA President’s visit, creating opportunities for members to discuss professional priorities, regulatory developments, and the future direction of the discipline.



04. Ottawa Architecture Week

Ottawa Architecture Week 2025 opened by situating architecture firmly within the realm of memory, storytelling, and lived experience. Anchored by the theme Mapping the Market, the festival unfolded as a layered exploration of the ByWard Market and its surrounding urban fabric—where history, daily life, and future possibilities intersect.

The week's momentum began even before the official opening, with Architecture Trivia Night bringing together designers, students, and the public in an informal setting. Hosted at a local brewery, the evening set a convivial tone, blending architectural knowledge with social exchange and signaling the festival's commitment to accessibility and community participation.

On the weekend that followed, OAW moved into the streets. A Jane's Walk inspired by Jane Jacobs invited participants to experience the Market at a human scale, examining how diversity, density, and everyday interactions sustain urban life. This was followed by a guided tour of the Delegation of the Ismaili Imam, where participants encountered contemporary architecture as an expression of cultural symbolism and civic presence. The day culminated with an Urban Sketching Tour, transforming the Market into a living canvas. Participants mapped personal memories, favourite corners, and imagined futures directly onto paper, creating a collective portrait of place shaped by individual experience.



04. Ottawa Architecture Week

On Sunday afternoon, The Public Speaking Workshop, held at the Ottawa Public Library's Main Branch, offered participants a practical and empowering space to build confidence in communicating ideas. Led by local facilitator Velvet Duke, the session addressed the challenges designers, students, and community members often face when presenting work, leading tours, or speaking about place in public settings. Through guided exercises and discussion, participants explored techniques for clarity, presence, and audience engagement; skills essential to translating complex spatial ideas into accessible narratives.

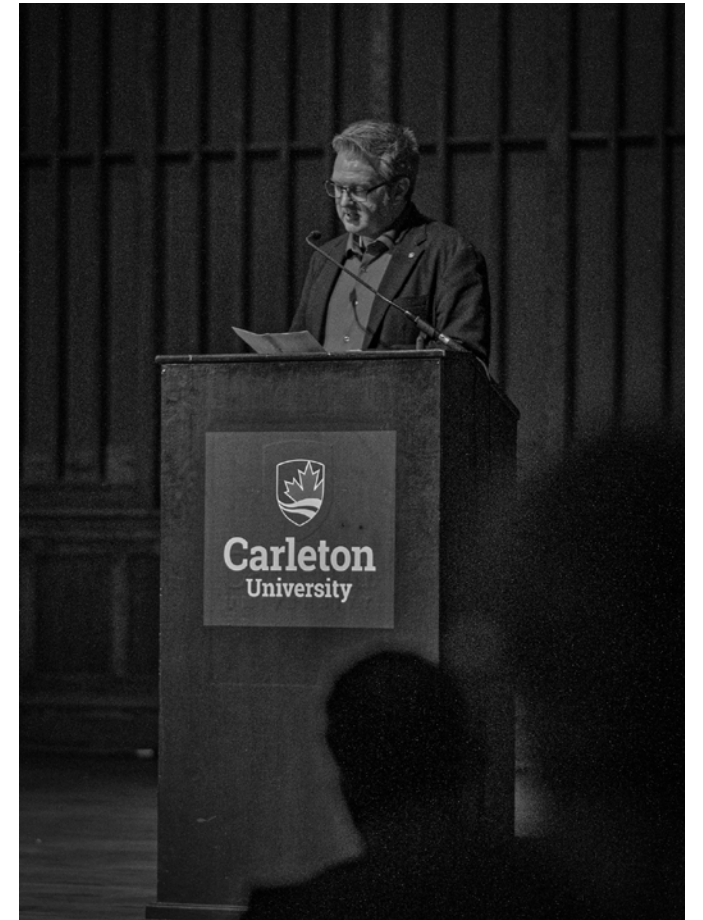
The formal opening of the week took place on Monday with the Carleton Forum Lecture: Re-collection(s): Past-to-Present. Hosted by the Azrieli School of Architecture, the keynote reflected on architectural memory and how historical narratives continue to inform present-day design thinking. That evening, OAW extended its exploration of memory into another medium with a free screening of *Amélie* at the ByTowne Cinema. The film's intimate portrayal of urban life resonated strongly with the evolving identity of the ByWard Market, reinforcing the idea that cities are shaped as much by emotion and routine as by form.



Midweek programming deepened the conversation. The Reconciling History Walking Tour invited participants to confront Ottawa's colonial past and its ongoing impact on Indigenous communities, tracing routes from Sparks Street into the Market. This reflective approach continued with architect-led tours of the Canadian War Museum, where the building itself served as a narrative device—demonstrating how architecture can embody national memory and collective trauma.

On October 1, the focus returned to the Market through the walking tour *ByWard Market: More Than Facades*, revealing hidden stories behind familiar buildings and uncovering layers of social and cultural history often overlooked. That evening, the Panel Discussion: *Mapping the Market: Spatial Anchors & Planned Histories* brought together local experts and practitioners to discuss how memory, planning, and future development intersect in one of Ottawa's most complex neighbourhoods.

Social and ethical dimensions of urban life came to the forefront on October 2 with *Homelessness 101*, a webinar led by the Alliance to End Homelessness Ottawa. Grounded in public health and systems planning, the session expanded architectural discourse beyond the physical city to include the social realities embedded within it. Later that evening, OAW Talks offered a lively forum for short presentations by creatives and thinkers, encouraging speculative ideas and personal narratives about place, identity, and belonging.



04. Ottawa Architecture Week

The final day of the core week highlighted Ottawa's architectural heritage with a guided tour of Notre Dame Cathedral Basilica, situating the landmark within both its historical and contemporary urban context. The festival concluded with a Vernissage, bringing together participants, speakers, and the public to reflect on the week's conversations, drawings, walks, and debates in a celebratory atmosphere.

Although the official week had ended, OAW 2025 extended its dialogue with Reimagining Urban Beauty: A Conversation, featuring Philippe Pemezec, former Mayor of Le Plessis-Robinson, France, in collaboration with the National Capital Commission and the French Embassy. This post-week event connected Ottawa's local discussions to international perspectives on urban beauty, walkability, and civic life.

Together, OAW 2025 unfolded as a richly layered exploration of architecture not just as built form, but as memory, social practice, and shared urban experience, mapping the ByWard Market as a place shaped by history, movement, and collective imagination.



2024-2025 FINANCIAL REPORT

May 1, 2024 to April 30, 2025

Updated up to April 30, 2025

Category Description	Budget	Actual	Difference
Revenues			
OAA Memberships	\$ 24,000	\$ 24,765	\$ 765
Membership Sales			
Firm Memberships	\$ 1,200	\$ -	\$ (1,200)
Individual Memberships	\$ 500	\$ -	\$ (500)
Supporters	\$ -	\$ -	\$ -
Events			
Golf Tournament	\$ -	\$ -	\$ -
Special Project Funding			
Ottawa Architecture Week	\$ 10,000	\$ 10,000	\$ -
Local Advocacy (OAA funding)	\$ -	\$ -	\$ -
Investment Income	\$ 1,000	\$ 1,050	\$ 50
Total Revenues	\$ 36,700	\$ 35,815	\$ (885)

Category Description	Budget	Actual	Difference
Expenses			
Administration			
Executive/Board Meetings	\$ 2,000	\$1,218.28	\$ 782
Mailbox	\$ 300	\$284.08	\$ 16
Misc. (printing, postage, etc)	\$ 15	\$0.00	\$ 15
Virtual Communication	\$ 600	\$1,115.25	\$ (515)
Banking			
Quicken software	\$ 45	\$ 53.88	\$ (9)
Bambora (online CC)	\$ 180	\$ 180	\$ -
Banking fees	\$ -	\$ -	\$ -
Merchant Services	\$ -	\$ -	\$ -
Donations			
Partner event sponsorships	\$ 10,000	\$8,193.42	\$ 1,807
Student Awards	\$ 500	\$500.00	\$ -
Charitable Donations (TBD)	\$ 2,500	\$0.00	\$ 2,500
Events			
AGM (2024)	\$ 6,000	\$5,524.22	\$ 476
Golf Tournament	\$ 2,500	\$ -	\$ 2,500
President's Visit	\$ 1,000	\$ 2,365	\$ (1,365)
Winter Party (ARIDO)	\$ -	\$ -	\$ -
ORSA Mixers	\$ 2,500	\$973.01	\$ 1,527
ORSA Workshops	\$ -	\$ -	\$ -
Special Projects			
ORSA Design Excellence Awards	\$ -	\$ -	\$ -
Ottawa Architecture Week	\$ 15,000	\$ 21,751	\$ (6,751)
ORSA Executive Handbook	\$ -	\$ -	\$ -
Doors Open Ottawa	\$ 1,000	\$ -	\$ 1,000
Website			
Web Development	\$ -	\$ -	\$ -
Web Maintenance	\$ 750	\$ 3,132.36	\$ (2,382)
Discretionary Funds	\$ 500	\$ -	\$ 500
Total Expenses	\$ 45,390	\$ 45,291	\$ 99
NET REVENUE	\$ (8690)	\$ (9476)	\$ (786)
Balance Beginning of Year		\$ 155,511	
Balance End of Year		\$ 146,035	
Member's Equity May 1, 2025			
Chequing Account	\$ 146,035		
Term Deposits	\$ 35,000		
Total	\$ 181,035		

2024/2025 BUDGET (May 1, 2024 to April 30, 2025)

Category Description	Budget 24/25	24/25 Actual	25/26 Budget
Revenues			
OAA Memberships	\$ 24,000	\$ 24,765	\$ 35,630
Membership Sales			
Firm Memberships	\$ 1,200	\$ -	\$ 6,000
Individual Memberships	\$ 500	\$ -	\$ 1,000
Supporters	\$ -	\$ -	\$ -
Events			
Golf Tournament	\$ -	\$ -	\$ -
Special Project Funding			
Ottawa Architecture Week	\$ 10,000	\$ 10,000	\$ 10,000
Local Advocacy (OAA funding)	\$ -	\$ -	\$ -
Investment Income	\$ 1,000	\$ 1,050	\$ 1,000
Total Revenues	\$ 36,700	\$ 35,815	\$ 53,630

Category Description	Budget 24/25	24/25 Actual	25/26 Budget
Expenses			
Administration			
Executive/Board Meetings	\$ 2,000	\$ 1,218	\$ 1,500
Mailbox	\$ 300	\$ 284	\$ 300
Misc. (printing, postage, etc)	\$ 15	\$ -	\$ 15
Virtual Communication	\$ 600	\$ 1,115	\$ 1,200
Banking			
Quicken software	\$ 45	\$ 54	\$ 55
Bambora (online CC)	\$ 180	\$ 180	\$ 180
Banking fees	\$ -	\$ -	\$ -
Merchant Services	\$ -	\$ -	\$ -
Donations			
Partner event sponsorships	\$ 10,000	\$ 8,193	\$ 12,000
Student Awards	\$ 500	\$ 500	\$ 500
Charitable Donations (TBD)	\$ 2,500	\$ -	\$ 5,000
Events			
AGM (2024)	\$ 6,000	\$ 5,524	\$ 6,000
Golf Tournament	\$ 2,500	\$ -	\$ -
President's Dinner	\$ 1,000	\$ 2,365	\$ 2,000
Winter Party (ARIDO)	\$ -	\$ -	\$ -
ORSA Mixers	\$ 2,500	\$ 973	\$ 1,500
ORSA Workshops	\$ -	\$ -	\$ -
Special Projects			
ORSA Design Excellence Awards	\$ -	\$ -	\$ -
Ottawa Architecture Week	\$ 15,000	\$ 21,751	\$ 22,000
ORSA Executive Handbook	\$ -	\$ -	\$ -
Doors Open Ottawa	\$ 1,000	\$ -	\$ -
Website			
Web Development	\$ -	\$ -	\$ -
Web Maintenance	\$ 750	\$ 3,132	\$ 500
Discretionary Funds	\$ 500	\$ -	\$ 500
Total Expenses	\$ 45,390	\$ 45,291	\$ 53,250
NET REVENUE	\$ (8,690)	\$ (9,476)	\$ 380
Balance Beginning of Year			\$ 146,035
Projected Balance End of Year			\$ 146,415

February 21, 2026

Summary of 2025 Annual Report for Publication

St. Lawrence Valley Society of Architects
SLVSA

About the SLVSA

We are a society of architects and designers who are passionate about our community, urbanism, and our built environment. We engage the public by hosting regular social events, organizing guest presentations, and supporting the professional development and education of our members.



From the Executive Committee

Much like last year, we continued to use our website as an alternate means of communication with our membership. We have noted that the website has proven effective at attracting interest from potential new members this year.

Following a members survey, we adjusted the schedule of our monthly social event to align better with participant availability. Consequently we were able to boost attendance by roughly



100% in 2025, from around eight to around fifteen attendees on average.

Our Urban Sketching Kingston partnership continues to be a success. Using special project funding we provided the group \$1,710 to offer two free sketching classes (15 people per class). The local chapter of Urban Sketchers administered the events recruiting instructors - including architecture professor Hagen Materne and artist Andrey Shmatnik - to lead the two workshops. A number of SLVSA members participated in the classes.

On October 14th, 2025 OAA President Ted Wilson, Executive Director Kristi Doyle and Council Liaison Lara McKendrick joined us at the Kingston Yacht Club for our second in person President's Dinner since 2019. Guest speakers shared some very encouraging words with our membership including highlighting the benefits of our Monthly Social Event and how it delicately balances social and professional engagement. As promised in last year's report, a larger buffet was provided, some members taking home leftovers.

Volunteer Recognition

- Eric Riddell
 - Eric helped organize the menu for the President's Dinner this year.
- Dr. Mark Braidwood (affiliate SLVSA member)
 - Mark continues to help organize our partnership with Urban Sketching Kingston.

We continue to look for ways to engage members in volunteer opportunities. As an example, we have highlighted a need for a volunteer to administer our social media accounts.

Key Statistics

- Total Membership: 42
 - Architects: 33
 - Students: 0
 - Intern Architects: 6
 - Affiliates: 3
 - Communication/outreach efforts
 - Instagram: 11 followers
 - Monthly Social Events
 - Occurrences: 11
 - Attendance: ~15
 - Presidents Dinner
 - Attendance: 16
 - Email sent to membership encouraging engagement with the city regarding a soccer stadium development proposal at the Memorial Centre, Kingston
 - Newspaper article
 - "Calvin Park branch of KFPL one of nine buildings chosen as 'Queens's
-

Park Picks”, The Kingstonist, Oct 27, 2025

Summary of Major Activities/Initiatives

- OAA Presidents Dinner
 - October 14th - Kingston Yacht Club

- Urban sketching -
 - August 2nd – Instructor: Andrey Schmatnik
 - October 4th – Instructor: Hagen Materne



- Monthly Social Event
 - The first Thursday of every month
-



- Queens Park Picks event
 - October 21st
 - Calvin Park branch of Kingston Public Library, designed by Sholtz & Zaback Architects, nominated by MPP Ted Hsu
 - Chris and Lukas travelled to Toronto for the event; accommodations provided by the OAA
-



Chris Howard (St. Lawrence Valley Society of Architects), Eric Riddell (Shoalts and Zaback Architects Ltd.), MPP Ted Hsu (Kingston and the Island), Chief Librarian/CEO Laura Carter (KFPL), and Lukas Bergmark (St. Lawrence Valley Society of Architects) at the celebration of the OAA 2025 Queen's Park Picks on Tuesday, Oct. 21, 2025. *Photo via OAA.*

○

Funding Recognition

- Special Project Funding received for the Urban Sketching – Kingston partnership

Looking Ahead

- After over a decade of service, Brian Hierlihy has stepped down as SLVSA Treasurer. The SLVSA and executive are saddened to see him leave. We are, however, delighted to welcome his replacement, Jennifer Demitor. In addition to her enthusiasm, Jen brings to the Treasurer roll her experience running a local practice and sitting on urban advisory committees.
 - Monthly Social Event
 - As the crown jewel of SLVSA initiatives, we are looking forward to this year's events and will continue to look at new ways to improve membership participation and experience.
 - Website update
 - We have engaged our web consultant to update the functionality and content of
-



the website for 2026.

- Local Legacies
 - The special project funding is slated for the purchase of recording equipment and we anticipate the first installment of this a/v centered project to begin this year.
- Urban Affairs
 - We have identified a champion for this project for 2026 and continue to be in communication with councilors and city planners to begin Urban Affairs – Kingston (modelled after the TSA initiative). We have seen interest from the city as well as the chamber of commerce for SLVSA to host panel discussions on topics related to the built environment and the future of Kingston.

On behalf of the executive, we look forward to the year ahead with optimism as we continue to deepen our engagement with our membership and the community.

Respectfully,

Chris Howard, OAA
Co-Chair, SLVSA
Partner, Christopher Howard Architects Inc.

Lukas Bergmark, OAA
Co-Chair, SLVSA
HDR

St. Lawrence Valley Society of Architects

Balance Sheet

Twelve Months Ended December 31, 2025

	2024	2025
ASSETS		
Petty Cash	0.00	0.00
Cash	2,500.36	4,509.37
Investments	16,431.15	10,979.80
Account Receivable	15,530.28	7,185.00
Total Assets	<u>34,461.79</u>	<u>22,674.17</u>
LIABILITIES		
Accounts Payable	15,233.21	10,233.10
<i>Total Liabilities</i>	15,233.21	10,233.10
EQUITY		
Retained Earnings	0.00	0.00
<i>Total Members Equity</i>	0.00	0.00
Total Liabilities & Equity	<u>15,233.21</u>	<u>10,233.10</u>

SLVSA Banking Transaction Summary 2025

CREDITS

Invested Credit

GICs Closing balance Dec 31, 2025	10,979.80
-----------------------------------	------------------

Existing Credit

Opening Balance Jan 01, 2025	2,492.41
Transfer of GICs to bank account during 2025	5,465.05

Credit Total	7,957.46
---------------------	-----------------

Revenue

OAA - Special project Funding	1,710.00
OAA - per capita & Fees	4,680.00
New Member fees via SLVSA	395.00

Revenue Total	6,785.00
----------------------	-----------------

EXPENSES

Banking fees

Record keeping	-30.00
Monthly fees	-47.70

Banking Total	-77.70
----------------------	---------------

Website fees

Google work place suite	-135.72
Site Ground - Website hosting	-529.16
1dea - Website management	-1,356.00
Survey Monkey - Survey tool and mail list management	-406.80
GoDaddy - Website domain name	-37.60

Website total	-2,465.28
----------------------	------------------

Queen's Park Pics Meal & drinks 2x co-chair	-100.01
Meal & drinks 2x co-chair	-103.95
Drinks & 2x co-chair	-30.34

QPP - total expense	-234.30
----------------------------	----------------

OAA Presidents Dinner &	Free Interac E-Transfer - repayment to Chris Howard	-279.86
	Free Interac E-Transfer - repayment to Chris Howard	-2,000.00
OAA Dinner & AGM - Total		-2,279.86

Monthly Social Events		
	Kingston Brewing Compa Kings	Debit -222.82
	Kingston Brewing Compa Kings	Debit -394.08
	Free Interac E-Transfer	Debit -392.13
	Kingston Brewing Compa Kings	Debit -366.43
	Kingston Brewing Compa Kings	Debit -369.24
	Red House Kings	Debit -329.62
	Kingston Brewing Compa Kings	Debit -317.22
	Repayment for Monthly social	Debit -380.00
	Fpos Something In The Watkings	Debit -226.75
	Fpos Kingston Brewing Comkings	Debit -209.39
	Red House Kings	Debit -258.28
Monthly Social Events -		-3,465.96

Specail Project Funding	Urban Sketching	-1,710.00
SPF Total		-1,710.00

2025 Revenue Total	6,785.00
2025 Expense Total	-10,233.10
2025 net loss	-3,448.10

Existing Credit	Opening Balance & GIC transfers to Account	7,957.46
Closing Balance	31-Dec-25	4,509.36

Annual Report

Trent Society of Architects

TRENT



Photo of the Ziibiing pavillion on UofT's St. George campus, by Tom Arban.

Michael Gallant: Chair

Lexi Kolt-Wagner: Vice-Chair

Bill Lett: Treasurer

Muriel Barker: Secretary



Overview of Activities

2025 has been a transformative year for the Trent Society of Architects, marked by exciting developments, strengthened connections, and fresh perspectives.

Here are some of the key highlights from our activities:

- This year Trent Society members were hosted by the Durham Society of Architects to join special members of the Ontario Association of Architects for the annual President's Dinner. This was held at the Durham College Centre for Food and Bistro 67'. Members had the opportunity to tour the facility and grounds and enjoy a nice meal together with the OAA President.
- This year and along with a new leadership team, the Trent Society has made a meaningful effort to increase the amount of continuous education opportunities for members in the Trent region. Lunch and Learn opportunities have included a range in learning ranging from technology integrations into smart homes, to interactive in-person mock-up learning on barrier and envelope systems and assemblies.
- The Trent Society is very excited about the year ahead as we have been building capacity and relationships within our region to support a special funding request in support of a Sacred Fire project in downtown Peterborough. The Trent Society hosted an event with Aladia Smoke of Smoke Architecture, along with representation from the Peterborough Community Health Centre to discuss how architecture can support local indigenous communities. In this effort the Trent Society has also prepared presentations to the Urban Indigenous Working Group (UIWG) to form a memorandum of understanding to pursue this project together. The OAA will be receiving an application from the Trent Society in partnership with the (UIWG) in support of continuing this effort this year.

Sincerely,
THE TRENT SOCIETY OF ARCHITECTS



Photos from the Trent Society of Architects tour of the Durham College campus on the night of the Presidents' Dinner with the Durham Society of Architects.

Photo from the Durham College website (Above) and photo from Doors Open Ontario website (Below) of the restaurant and campus' where the Presidents' Dinner was hosted by the Durham Society of Architects for the Trent and Durham Societies of Architects.



Trent Society of Architects interactive Lunch and Learn event



Community speaker event Eladia Smoke (left) & Mshkiki GitigaanKwe (Right)



Trent Society of Architects President speaking at the Presidents' Dinner.

TRENT SOCIETY OF ARCHITECTS

Statement of Revenue and Expenses

With Comparison of Prior Two Year Ends and Current Year to Date

	2024	2025	BUDGET 2026	Budget Notes
REVENUE				
Membership Fees Collected	\$0.00	\$0.00	\$0.00	
Per Capita Funding from OAA	\$1,770.00	\$2,180.00	\$2,500.00	Assumed greater income from increased fees
Revenue from Events	\$0.00	\$0.00	\$0.00	
Revenue from Seminars	\$0.00	\$0.00	\$0.00	
Special Project Funding Requests	\$0.00	\$0.00	\$5,000.00	Community-based special project application
Interest Income from Investments	\$2.19	\$2.02	\$0.00	
Misc Fees	\$0.00	\$0.00	\$0.00	
Total Revenue	1772.19	2182.02	\$7,500.00	
EXPENSES				
Meetings/Events				
General Meetings	\$0.00	\$0.00	\$800.00	Spring meeting and AGM
OAA Local Society Visit	\$2,679.50	\$125.03	\$2,500.00	Assumes Trent Society hosting Durham Society
Events	\$0.00	\$0.00	\$1,000.00	Fall event planning
Seminars	\$0.00	\$0.00	\$0.00	
Total Event Expense	\$2,679.50	\$125.03	\$4,300.00	
Society Initiatives				
Awards	\$0.00	\$0.00	\$0.00	
Special Project	\$0.00	\$0.00	\$2,500.00	2026 spend on community-based Special Project
Donations	\$0.00	\$0.00	\$0.00	
Total Society Initiatives	\$0.00	\$0.00	\$2,500.00	
Administrative Expenses				
Admin Staff	\$0.00	\$0.00	\$0.00	
Admin Staff Meeting	\$0.00	\$0.00	\$0.00	
Bank Fees	\$6.25	\$1.25	\$2.00	Budget
Website/Social Media	\$0.00	\$0.00	\$0.00	
General Expenses	\$0.00	\$0.00	\$0.00	
Total Administrative Expenses	\$6.25	\$1.25	\$2.00	
Total Expenses	\$2,685.75	\$126.28	\$6,802.00	
Net Profit (Loss)	-\$913.56	\$2,055.74	\$698.00	

TOTAL CURRENT ACCOUNT BALANCE

\$20,856.77 at December 31, 2025

**The Trent and Durham Societies take turns hosting the President's Dinner each year. This is reflected in the surplus in 2025, when the Durham Society hosted, and the deficits in 2024 and 2026, when the Trent Society will host members from both societies for the annual event.

Trent society of Architects

TRENT

Annual Report 2025

Toronto Society of Architects
A Local Society of the Ontario Association of Architects

February 20, 2026

A Message From the 2025 TSA Executive

Reliable and consistent, but forward-looking and strategic.

In many ways 2025 was a typical year for the TSA, defined by our commitment and ability to produce reliable, accessible and high-quality programming, even at a time of great uncertainty. 207 events welcomed just shy of 21,000 attendees (an incredible 23% increase over the previous year) and our website and its virtual resources saw just over 100,000 visitors (up from just 66,000 in 2024). Yet this year also felt quite different, with a focus on translating our proven stability to strategic expansion, moving from short-term goals to long-term planning, and laying the groundwork for a more ambitious, impactful, and innovative TSA which can meet the evolving needs of our membership and city.

In late 2024, looking to better understand the needs of our members, the TSA initiated a multi-format membership engagement campaign. Through surveys, feedback forms, and interviews, we wanted to understand not only what the membership thought of our current programming, but their future ambitions for the TSA and how they proposed we'd get there. Here is what we learned:

- For the most part, members were happy with the work done to date (87% of survey participants said they were Extremely Satisfied or Very Satisfied with our work).
- Networking and being part of a like-minded community were the top reasons for people becoming members of our Society, with our continuing education offerings trailing close behind.
- While members were satisfied with current offerings, there was a strong desire for more advocacy work and direct engagement with governments, as well as for technical resources to support their practices and professional journeys.
- When it came to financing this work, membership was split on how to best do this: 1/3 preferring an increase in membership dues, 1/3 preferring an increase in ticket prices, and 1/3 preferring smaller increases in both.

Translating these lessons into actionable items became a central focus for the TSA's leadership team in 2025. We could see—and now have evidence—that the membership wanted more, but how to get there in a sustainable way was the question.

Beginning with public advocacy, this year we saw the TSA more deeply and intentionally embrace our Society's long-established role as advocates for Toronto's built environment. But rather than rely solely on responding to issues as crises arise, we made an intentional and strategic pivot towards proactive, agenda-setting advocacy by creating discussions on topics we believe are critical to the future of our profession and city. Nowhere was this more evident than in our Forums initiative which hosted highly-attended public conversations dealing with difficult industry matters such as labour practices in the architectural profession and the public procurement of design services.

This proactive agenda-setting approach was complemented by more traditional advocacy forms like letter writing and press releases. For example, a letter in July expressed our

reservations over Ontario's recently passed Bills 5 and 17, and a letter to the City of Toronto brought up questions and concerns on their Pre-Approved Laneway Houses and Garden Suites. While these methods are effective in stating positions—and in limited cases opening opportunities for dialog and discussion—their reactive nature makes them resource intensive, requiring quick timelines and providing little time for consultation and membership-wide discussions. As we build more robust relationships with government, agencies and stakeholders, it becomes increasingly important to create opportunities to routinely gauge membership and industry opinion on key issues to inform these positions and quick-action advocacy items.

Similarly, addressing our members' desire for more technical resources required a shift in our approach to continuing education: balancing our diverse yet time-limited technical lectures with the development of more robust, yet also more time-and-cost-intensive, on-demand resources. Luckily, we already had in place a pilot-project to test this approach: our *Future-Ready Design Guide for Multi-Unit Residential Buildings*. Rolling out in early 2026, this Guide will mark a new chapter on how we deliver educational content, and its production has already taught us important lessons in regards to developing similar future resources: namely, longer timelines, the need for more robust funding sources, and the administrative infrastructure required to support it. The challenges are certainly there, but we believe on-demand resources such as this one—created collectively and responding to industry needs—can have immense value not just for our professional members, but for the built environment they are responsible for shaping.

While some of our 2025 achievements were embedded in deep long-term planning and therefore are still ongoing, the success of one key new initiative is already worth celebrating. In 2025, the TSA officially launched its first boat tour offerings, after having been a daydream for many years. Setting sail 12 times throughout the fall, and welcoming close to 500 attendees aboard the *Miss Kim Simpson*, this new chapter in our public education efforts was made possible by having the in-house capacity to say yes to the opportunity when it presented itself—not to mention the professional and organizational relationships to allow for quick execution. And while boat tours hadn't been part of our plan for 2025, they will certainly be part of our 2026 calendar as we look to turn this one-time opportunity into a recurring popular offering in our events calendar.

All this work, whether it is our regular programming or the increased efforts in public advocacy and on-demand resources, does come at a cost.

In 2025, we continued our multi-year efforts to ensure the TSA has the necessary financial health to support current and future goals. A notable effort was the adjustments to critical fees, after two years of discussions with the Local Societies and the OAA. We are very grateful for the updated schedule for Per Capita Fees. In 2025, we also implemented our first membership fee increase since 2019—without affecting significantly our membership numbers—and in parallel we also looked at new revenue sources such as testing merchandise sales during the Pride Toronto Street Fair, applying for larger grants, increasing sponsorship and fundraising efforts, and safely investing our reserve funds into GICs. Two of our largest projects mentioned earlier in this report—our boat tours and the Future Ready Design Guide—are perfect examples of this search for new revenue sources: one was made

possible thanks to the sponsorship of new partners, while the other was a result of the largest grant the TSA has ever applied for outside of traditional OAA funding routes.

Together, these changes have led to a more healthy and financially sustainable TSA, and after 3 years of planned deficits we are proud to say that our 2025 year-end financials indicate that we have ended in the black, with a small surplus going into our reserves to finance future planned projects. This also means we are able to keep up with the demands of our membership.

An annual report would be incomplete without giving recognition to all those who made this year's work possible, including 330 volunteers who fulfilled roles in everything from event support to speakers to governance, as well as our small but mighty staff team of 3 full-time employees and 1 part-time. We also want to say thank you to all the organizations who partnered with us this year and to our generous sponsors whose financial contributions were critical to our success. We are incredibly lucky to have such an amazing community to support what we do, and all their names can be found in this report as a token of our appreciation.

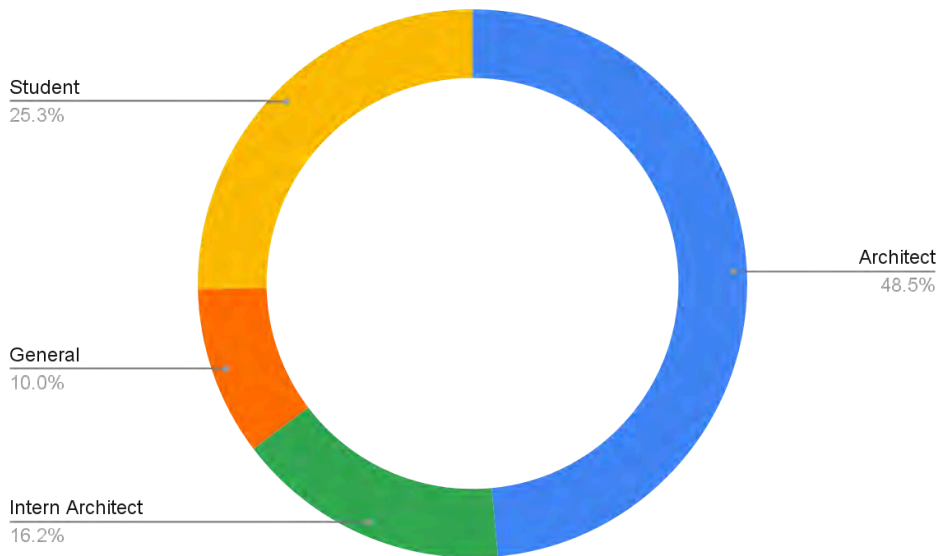
As 2026 gets underway, we are digging deep and setting our sights far into the future. Our year-to-year work makes us immensely proud, but—together with our community and hand-in-hand with our partners—we are ready to set more ambitious and long-term targets to shape our and our city's future to the benefit of all.

2025 Summary

The following pages summarize some of our key metrics and data for 2025, including membership numbers, annual revenue and expenses, and a glance at some of the performance numbers of our events including attendance, partnerships and reach.

Membership

Total Membership: 2,842



Programming Statistics

Program	Attendance and Viewers			
	In-Person	Virtual (Live)	Virtual (On-Demand)	TOTAL
Lectures ¹	1,147	2,151	552	3,850
Tours ²	3,052	-	927	3,979
Community Events	1,533	136	2,999	4,668
Film Events / Resources	2,650	-	-	2,650
Other Events	10,219	94	18	10,331
Total Audience Engaged				25,478

Number of Structured Learning Hours Offered: 33 hours³

¹ Includes all technical lectures, forums, and other speaking events for a total of 17 lectures in 2025.

² Includes all public and private walking tours, boat tours, building tours, and views of virtual tours in 2025.

³ Includes all lectures, forums, and building tours in 2025, but does not currently account for other tour types.

Report on Special Project Funding

In 2025, the TSA was fortunate to receive Special Project Funding from the Ontario Association of Architects for a number of initiatives, including our Walking Tours season, our booth at the Pride Toronto Street Fair, kids activities during Doors Open Toronto, and a trivia night during the Toronto edition of the 2025 Architecture and Design Film Festival. In addition, we received funding for a number of programs happening in early 2026 including updates to the digital TSA Guide Map, our second-annual Milestone Party for Intern Architects and emerging professionals, and the 2026 Pride Street Fair exhibit.

Now more than ever, these funds have been critical for these initiatives and we are grateful for the OAA's support to make them possible.

The following section provides an update on these projects, as well as two projects which received funding in 2024 and which reached completion in 2025: the Short Video Project and our first-ever Milestone Party.

Architecture Walking Tours

2025 was another record-breaking year for this initiative as 2,072 attendees joined us on 147 walking tours exploring 11 different areas and themes in the city. This represents a steady increase from the 1,728 who joined us in 2024, and a continuation of the growth that has made this program one of our most successful public outreach initiatives. More importantly, our post-attendance feedback surveys indicate 96% of attendees rated the tours as “excellent,” continuing a 3-year streak since we first started collecting this feedback.

While we saw increases in all our tour categories, the most significant growth was in our private and off-schedule tours. Compared to the previous year, private tours increased from 20 to 46 and from 551 to 968 attendees. We credit much of this growth to our sustained efforts to increase marketing to conferences, companies, firms, and educational institutions—something that has only been possible thanks to the continued support of OAA Special Project Funding. One demographic that has particularly benefited from these private tours are school groups—including youth groups, universities, colleges, high schools, and middle schools—which accounted for 40% of the private tours offered. Tours to these groups were offered free of charge as part of our continued commitment to foster appreciation for architecture and the allied arts and sciences amongst the youngest Ontarians.

None of this, of course, would have been possible without our incredible team of volunteer tour guides whose passion and dedication is vital to this program, or our reliable and highly-organized staff who have allowed us to increase private tour bookings and expand the program to its current extent. Key to all of this has been the continued financial support of the OAA, providing a steady and reliable foundation on which to build this public outreach initiative. Sustained funding means we can develop multi-year plans and develop the resources and infrastructures needed to sustain youth outreach. It cannot be understated the important role this funding plays maintaining the affordability of the initiative and its overall reach and impact.

Pride Street Fair Exhibition

In 2025, the TSA was fortunate to receive OAA Special Project Funding to continue the multi-year community-engagement program which has been our booth at the annual Pride Toronto Street Fair.

What started as a one-time celebration of diversity within the profession has flourished into an ongoing initiative that not only seeks to make a more welcoming industry for all, but that is advancing important research into Toronto's 2SLGBTQIA+ spaces and their spatial and urban characteristics. This year that research took shape into a temporary exhibit at the Street Fair, including a 10' tall triangular obelisk recording over 250+ queer spaces in our city, past and present, as well as some limited-edition TSA merchandise celebrating some of the city's most iconic queer spaces in support of the research. Throughout the 3-day Street Fair, we chatted with just over 4,000 attendees who stopped by our booth to learn more about our city's queer spaces, with many of them contributing to our research by sharing their memories and stories of their favourite spaces. It was also an opportunity to talk more broadly of how the built environment is shaped and the role of both professionals and the public in making it happen.

The exhibit was also the perfect opportunity to officially launch our [Toronto Queer Spaces Database](#), an ongoing digital project many years in the making that aims to catalog and document Toronto's 2SLGBTQIA+ spaces, past and present. This database, hosted on the TSA website, increases access to information on these understudied spaces, contributing to our mandate of promoting understanding and appreciation for Toronto's built environment. While currently just a list, our aim is to grow this database over time to include images, drawings, and maps that allow for a better understanding of the evolution and shape of these spaces. This resource has already proven popular, with 1,705 visitors in 2025 alone since its launch in June.

The OAA's support of this initiative was critical in making this meaningful exhibit and digital resource possible, especially given Pride Toronto's strict no sponsorship logo policies, which make Pride unattractive to most corporate sponsors.

In 2026, the TSA will be once again hosting an exhibit at the Pride Street Fair, and we are grateful to have received partial funding from the OAA to support this effort. This year's exhibit will build on our past work on Toronto's Queer Spaces and a task group of volunteers has been established to advance research and materials in preparation for the event. The exhibit will feature both temporal and geographical mapping of Toronto's Queer Spaces, as well as a highlight of the architectural and urban characteristics of key spaces through drawings, photography, and archival content.

Kids and Youth Activities As Part of Doors Open Toronto 2025

As part of our commitment to increase public awareness and appreciation of architecture, youth and family-oriented programming has been an important area of focus over the last several years. Through task groups and special initiatives like the "Big Think Roundtable on K-12 Education" done in partnership with the OAA, the TSA has been able to identify existing

gaps in youth and family-oriented architectural public programming in the GTA, and, in turn, design special events to address these needs.

This year the TSA was fortunate to receive recurring 3-year funding from the OAA to support the development of kids and youth programming during Doors Open Toronto, a weekend-long festival that attracts thousands of visitors each year. We had identified the festival as an ideal moment for youth outreach given its broad popularity amongst the public. It also allows us to piggy-back on existing marketing efforts, increasing reach without incurring additional costs.

Funding from the OAA helped support two distinct kids and youth programs: *Paper City* which targeted children ages 5-15 and their families, and a joint *Studio Scavenger Hunt* with Urban Minds designed for high school students.

Held at Toronto City Hall's Council Chamber (a first for the TSA), this year's Paper City welcomed over 200 children and their families, inviting them to design and contribute their own paper structures to our ever-growing paper metropolis while learning basic concepts of geometry, urban planning and city-building. The activity was well received by both City-partners and attendees, and over 1,000 onlookers dropped by to watch the city taking shape and talk to our volunteers and facilitators about various issues related to city-building.

Our second activity, a pilot-program done in partnership with Urban Minds, was a scavenger hunt which engaged the 12 architectural studios and 2 schools of architecture participating in the festival. Styled as bingo cards and with some clear career-education goals, high school students were encouraged to identify common elements found in architectural offices and meet a variety of design professionals such as architects, intern architects, landscape architects and planners. While the format of this activity makes it harder to track participation, all studios reported running out of bingo cards and volunteers confirmed attendance and participation in all studios.

Kids and youth outreach programs remain some of the most difficult initiatives to sustain and fill; the OAA's recurring financial support plays a critical role in helping us test out new formats and evaluate their successes so that year after year we can build more effective, meaningful and sustainable programs to engage with this critical demographic.

Brutalism in Film Trivia Night, Architecture & Design Film Festival Toronto 2026

Towards the end of 2025, the TSA received financial support from the OAA to host a special one-time trivia night as part of this year's Architecture and Design Film Festival. Held at the TIFF Lightbox and with an attendance of over 100 participants, this trivia night explored one of cinema's (and Canada's) favourite architectural styles—Brutalism—through its use and depiction in cinema. This unique approach to architectural understanding brought a great mix of attendees which included architects and designers, but also TIFF Members and cinema aficionados who were looking to test their knowledge of film and architecture.

Originally created by Dutch architect and filmmaker Jord den Hollander, part of the TSA's work for this event was adapting it for local audiences, with the Toronto version of the program including 25 films and buildings of which 1/3 of them were Canadian. Many attendees described the event as "the most entertaining lecture they'd attended," highlighting the high educational value of this fun and engaging activity.

Funding provided by the OAA was critical in ensuring this pilot event was free to all attendees, and that we were able to purchase the necessary licensing to bring this international experience to our city. The night was also an important test of this new event format for the TSA, and its success has led our Society to look for more opportunities to host similar trivia nights in 2026 as we seek to continue to make architectural education more accessible and fun to all.

Milestone Celebration + Intern Architect Engagement Session

Funded towards the end of 2024 and held in early 2025, our Milestone Celebration was a community-engagement event directed towards Intern Architects, graduating students, and emerging professionals in the Greater Toronto Area aimed at celebrating their important professional milestones while also engaging in a conversation of what we can do to better support them on their journeys. This event emerged out of a desire to better understand the needs of these members, an audience that has traditionally been underserved by both TSA and OAA programming.

Held shortly after ExAC results were released, the first-edition of this Milestone Celebration was well attended with 125 participants—from recent graduates to Intern Architects and their mentors, colleagues and families. And it wasn't just about celebration, feedback collected during the event has also played an important role in shaping TSA offerings to ensure we are being responsive to the needs of this particular membership cohort.

Funding provided by the OAA allowed us to keep this event free for Intern Architects and Newly-Licensed professionals. In 2026, we will be hosting the second edition of this event, and are grateful to once again count with funding from the OAA's Special Project Funding initiative to keep this event affordable to attendees.

Short Videos Project

Towards the end of 2025, the TSA received funding from the OAA to support a short video project—an initiative that aims to increase public awareness and appreciation of architecture through short but eye-catching social media videos exploring some of Toronto's most exceptional buildings. The videos, short in duration and inspired by Canada's famous Heritage Minutes, are aiming to be accessible, entertaining, and easy to share.

In fall 2024 / summer 2025, the TSA quickly moved to gather footage of 8 spaces which will form the initial project, often requiring multiple visits due to construction, maintenance, and other site conditions. In late summer 2025, we launched the first video in the series featuring Queen's Quay Terminal, an adaptive reuse project in Toronto's waterfront. The video gained 26,700 views and 1,468 likes on Instagram reels and has been shared 499 times. In the fall

of 2025 we released the second video, this time highlighting the University of Toronto Scarborough's Andrews Building. That video, which was timed to our Brutalism in Film Trivia Night and highlighted the role the building has played as the set for many blockbuster films, has gained 341,000 views and 17,000 likes. It has also been shared 10,900 times.

These two short videos have been an excellent demonstration of this particular format's potential to reach new audiences and we are excited to see the results from the rest of the series. Critical to their success has been the professional footage we have been able to capture thanks to OAA funding, as well as the compelling stories which are the result of years of research in our tours and guide map initiatives.

While content like this does not have a direct revenue model—there are very few ways of monetizing content like this—it is undoubtedly one of the most effective public outreach initiatives we have ever undertaken. We hope we can continue to count on the OAA's support as we look to share the stories of Ontario's architecture through fun, high-quality educational videos.

Updating the TSA Guide Map

Part of our ongoing efforts to document and share the stories of the Greater Toronto Area's built environment, the [TSA Guide Map](#) is a free-to-use digital catalog of over 150 architecturally significant buildings from all across the region. The catalog includes not only high quality photographs, but also archival documentation such as model photos, drawings and sketches, as well as key information including architectural and design teams, years of construction and location.

In the fall of 2025 the TSA received funding from the OAA to update the Guide Map, with a particular emphasis in adding small-scale buildings and buildings outside of the City of Toronto which were missed in the first round of this initiative. Funding from the OAA has now been used to purchase reproductions of images and plans of 12 different buildings dating from the 1950s to the early 2020s. These images were carefully gathered by our student intern, a collaboration with the University of Toronto's Department of Art History. With the images now acquired, the team is working to upload this content to our website, as well as begin the process of developing descriptions for each of these new additions.

More work will continue to identify additional buildings, with original photography to be commissioned for Spring/Summer 2026 for incorporation into the Guide Map.

Calendar of Events

Our 2025 programming included a mix of both in-person and virtual opportunities as we brought people together to learn, explore, and share our passion for the built environment and the betterment of the Greater Toronto Area. The following event calendar seeks to capture a snapshot of these events and the people who made it possible.

01.25

2025.01.28

Labour in Architecture

TSA Ideas Forum in partnership with the DesignTO Festival

SPEAKERS | Hazel York (Hawkins\Brown), Je Siqueira (Bernheimer Architecture), Johanna Hurme (5468796 Architecture), Reza Nik (SHEEEP), Yvonne Ip (Arise Architects Co-Operative) MODERATOR | Kfir Gluzberg (TSA)

2025.01.30

The Legacy of Claude Cormier: Screening and Panel Discussion

Special event in partnership with The Cultural Landscape Foundation (TCLF) and the University of Toronto John H. Daniels Faculty of Architecture, Landscape and Design

SPEAKERS | Agata Mrozowski (Trophic Design), Charles A. Birnbaum (TCLF), Guillaume Paradis (CCxA), Nina-Marie Lister (Toronto Metropolitan University) MODERATOR | Elizabeth Pagliacolo (AZURE)

02.25

2025.02.05

TSA CONNECT: Career Paths

Structured Networking Session and Mix and Mingle

FEATURED GUESTS | Alistair Vaz (University of Toronto), Danny Roy (Brook McIlroy), Evan Saskin (Blue Lion Building), Heather Asquith (ASQUITH Architecture Inc.), Jennifer Adams Peffer (University of Toronto Scarborough), John Lee (OGDC), John Plumpton (RevelHouse), Kaari Kitawi (City of Toronto), Mania Javadipour (DIALOG), Maria Nikolova (GHD), Megan Nicoletti (CodeNext), Natasha Brin (Adamson Associates Architects), Norm Li (Norm Li), Nyasha Harper-Michon (CP Planning), Phil Silverstein (Moriyama Teshima Architects), Rob Shostak (SvN Architects + Planners), Roman Romanov (Rick Hansen Foundation), Roxane Bejjany (KPMB Architects), Scott Norsworthy (Scott Norsworthy Photography), Scott Weir (ERA Architects Inc.)

2025.02.25

Biodegradable Carpeting 101

TSA Technical Series

SPEAKER | Ali McMurter (Creative Matters Inc.)

2025.02.25

Milestone Party

Special event for Intern Architects and Newly-Licensed Professionals celebrating industry milestones in partnership with Becoming Architects Canada

03.25

2025.03.11

Designing Buildings in the Age of AI

TSA Technical Series

SPEAKER | Alexander Michalatos, Andrei Molchynsky (BUILDCHECK)

2025.03.20

Annual General Meeting 2025

04.25

2025.04.04

Calculating Total Energy Use Intensity

TSA Technical Workshop

SPEAKER | Andy Thomson (OpenBuilding)

2025.04.30

To Build Law: Screening and Panel Discussion

Special event in partnership with AZURE and the Canadian Centre for Architecture

SPEAKERS | Janna Levitt (LGA Architectural Partners), Monica Hutton, Stephanie Mah (Giaimo), Ya'el Santopinto (ERA Architects Inc.) MODERATOR | Stefan Novakovic (AZURE)

05.25

2025.05.03

Portfolio and Resume Clinic

Day of one-on-one portfolio and resume review sessions for emerging professionals

GUEST PORTFOLIO REVIEWERS | Alecsandra Parvu (Arcadis), Andrew Geldard (BDP Quadrangle), Anne Ma (Hariri Pontarini Architects), Carolyn Fearman (SvN Architects + Planners), Claire Kurtin (KPMB Architects), Deya Iskandarova (Moriyama Teshima Architects), Farah Al Amin (DIALOG), Jacky Ngan (Mason Sudio), John McKenna (gh3*), Jon Loewen (Perkins & Will), Karine Ying-Martin (Gensler), Kevin Weiss (Weiss Architecture & Urbanism), Mark Ross (Akb), Megan Torza (DTAH), Michelle Dingley (Taylor Hazell Architects), Myles Burry (Batay-Csorba Architects), Ria Al-Ameen (Gaiimo), Sandor Rott (Adamson Associates Architects), Sharon Birnbaum (Montgomery Sisam Architects), Sue Jean Chung (Studio JCI), Suleman Khan (RAW Design), Tyler Walker (MJMA Architecture & Design), Varsha Kumar (Arcadis), Will Elsworthy (Superkül)

GUEST RESUME REVIEWERS | Adam Vilk (Axis Recruitment), Ana-Francisca de la Mora (Arcadis), Antonio Gomez-Palacio (DIALOG), Danielle Sernoskie (Arcadis), Ilanit Genkin (Vered Klein Recruitment), Katie Weber (Moriyama Teshima Architects), Natali Falero (ACCIONA), Shay Gautam (Axis Recruitment), Vered Klein (Vered Klein Recruitment)

2025.05.07

TSA CONNECT with RAIC Fellows

Structured Networking Session and Mix and Mingle in partnership with the Royal Architectural Institute of Canada (RAIC) and the RAIC College's Ontario Southwest Committee

FEATURED GUESTS | Alar Kongats (Kongats Architects), Anya Moryoussef (Anya Moryoussef Architect), Barbora Vokac Taylor (BVTA), Brenda Webster-Tweel, Cecily Beata Eckhardt (Perkins & Will), Daniel Ling (Montgomery Sisam Architects), David Dow (Diamond Schmitt Architects), David Fortin (David T. Fortin Architect), Deanna Brown (Stantec), Donald Chong (HDR), Nicola Casciato (WZMH), Paul Raff (Paul Raff Studio), Raymond Chow (gh3*), Stasia Bogdan (Unity Health Toronto), Steven Casey (KPMB Architects), Sue Jean Chung (Studio JCI)

2025.05.10 - 2025.10.25

TSA Walking Tours

Seasonal public walking tours hosted across the City and covering 11 different themes, led by volunteer TSA Tour Guides

TOUR GUIDES | Anwar Kassas, Carolyn Fearman, Christiane Böck, Daniel Gaito, Elif Efe, Eric Gertner, Emad Ghattas, Greicy Rodriguez-Sarita, Heba Al-Fayez, Hector Tuminan, Janice Miyagi, Joël León Danis, (June) Jung Won Lee, Judy Jacobs, Kurtis Chen, Manuela Istrate, Mohcine Sadiq, Pamela Bruneau, Rania Matta, Rosie Meza, Vikkie Chen

2025.05.24 - 2025.05.25

Doors Open | Open Studio

Studio open house as a part of Doors Open Toronto

STUDIOS | Akb Architects, architects—Alliance, Brook McIlroy, DIALOG Toronto Studio, DTAH, Gensler, HOK, People Design Co-Op, RAW Design, RevelHouse, RDH Architects, Q4 Architects

RELATED SITES | Ontario Association of Architects, University of Toronto John H. Daniels Faculty of Architecture, Landscape and Design, Toronto Metropolitan University Department of Architectural Science

Doors Open | TSA Paper City

Special community activation held at the Toronto City Hall Members' Lounge encouraging kids and their families to test their architectural skills by building and contributing a piece to a collaborative paper metropolis.

Doors Open | TSA Tour: Sara Jackman Playground

1-hour playground tour offered twice during the Doors Open weekend

TOUR GUIDE | Lisa Rapoport (PLANT Architect Inc.)

Doors Open | TSA Tour: St. Andrew's Playground Park

1-hour playground tour offered twice during the Doors Open weekend

TOUR GUIDE | James Roche (DTAH)

Doors Open | TSA Tour: St. James Park Playground

1-hour playground tour offered once during the Doors Open weekend

TOUR GUIDES | Alex Waffle (Earthscape Play), Dylan Cassidy, Fung Lee (PMA Landscape Architects)

Doors Open | Architects Talk: Spaces For Play

Forum held in partnership with Doors Open Toronto

SPEAKERS | Alex Waffle (Earthscape Play), Bill Gurney (New Line Skateparks Inc.), Coryn Kempster (Coryn Kempster Julia Jamrozik), Elise Shelley (gh3*), Julia Jamrozik (Coryn Kempster Julia Jamrozik), Ilana Altman (The Bentway) MODERATOR | Shawn Micallef (Spacing Toronto)

06.25

2025.06.24

Integrating Smart Technologies Into Home Design

TSA Technical Series

SPEAKER | Andrew Valyear (Uplynk Smart Homes)

2025.06.25

Limberlost Place

TSA Building Tour

TOUR GUIDES | Carol Phillips (Moriyama Teshima Architects), Nerys Rau (George Brown Polytechnic), Philip Silverstein (Moriyama Teshima Architects)

2025.06.27 - 2025.06.29

Pride Toronto Street Fair

The TSA booth at the Street Fair featured an exhibit of the TSA's newly launched Toronto's Queer Spaces Database, as well as sold merchandise in support of our Pride Initiatives

2025.06.29

Pride Toronto Parade

The TSA contingent represented the architecture industry in the annual Pride Parade celebrating Toronto's Queer Spaces

07.25

2025.07.08

Mass Timber Moisture Management

TSA Technical Series

SPEAKER | Aaron Waldt (475 High Performance Building Supply)

2025.07.09

Summer Appreciation Party

Annual special event held to thank and celebrate TSA volunteers, sponsors, and partners

2025.07.23

Ethennonhawahstihnen' Community Centre

TSA Building Tour

TOUR GUIDES | Arnav Garde, Viktors Jaunkalns (MJMA Architecture & Design)

2025.07.29

Churchill Meadows Community Centre

TSA Building Tour (Virtual)

TOUR GUIDES | Chris Burbidge, Tyler Walker (MJMA Architecture & Design)

08.25

2025.08.20

Catalyst

TSA Building Tour

TOUR GUIDES | Amrinder Gill (DIALOG), Cary Solomon (Seeker Labs), Jay Levine, Robert Mariani (DIALOG)

09.25

2025.09.10

Limberlost Place

TSA Building Tour

TOUR GUIDES | Carol Phillips (Moriyama Teshima Architects), Nerys Rau (George Brown Polytechnic), Philip Silverstein (Moriyama Teshima Architects)

2025.09.20 - 2025.10-05

TSA Boat Tours: Harbour and Skyline

Pilot season of public boat tours, led by volunteer TSA Tour Guides, supported by the Waterfront BIA and Waterfront Toronto as part of the 2025 Water/Fall Festival

TOUR GUIDES | Joël León Danis, Rania Matta (TSA)

2025.09.23

Ziibiing and UofT's Landscape of Landmark Quality

TSA Landscape Tour

TOUR GUIDES | Danny Roy, Luke Mollet (Brook McIlroy), Nick Jones, Shirley Blumberg (KPMB Architects)

2025.09.23

Concrete Repair 101

TSA Technical Series

SPEAKER | Borys Gopka (Tenera)

10.25

2025.10.03

Rockwool Factory and Training Centre

TSA Field Trip

SPEAKERS | David Thompson, Fariz Dhalla (Entuitive), Joe Baz (Flynn), Ryan Foster (Rockwool)

2025.10.08

TSA CONNECT: Volunteering

Structured Networking Session and Mix and Mingle

FEATURED GUESTS | Afsaneh Asayesh (BAC-DAC), Alessandro Tersigni (ACO Toronto), Angela Gou (Building Equality in Architecture Toronto), Anna Kao (DesignTO, DIAC), Cassandra Alves (Jane's Walk), Dima Cook (City of Toronto Design Review Panel), Heather Breeze, Kfir Gluzberg (TSA), Luke Anderson (Stop Gap Foundation, ULI), Mariam Abdelrahman (Black Architects and Interior Designers Association Canada), Mohammed Dawoud (Building Science Association of Ontario), Natasha Krickhan (Ontario Association of Architects), Philip Smith (Association of Ontario Land Economists), Sandra Iskandar (No.9), Sarah Luca (Jane's Walk), Shane Laptiste (Canadian Architectural Certification Board), Silvio Baldassara (RAIC), Susan Speigel (Ontario Association of Architects), Tushar Negi (Society of South Asian Architects, Canada), Vikkie Chen (TSA)

2025.10.14

Procuring Design Excellence

TSA Urban Affairs Forum

SPEAKERS | Becky Yurek (New York City Department of Design and Construction), Carol Belanger (City of Edmonton), Patrick Marmen (Design Montréal) MODERATOR | Stefan Novakovic

2025.10.21

Understanding Soil and Groundwater Conditions in the GTA

TSA Technical Series

SPEAKERS | Brett Thorner, Mike Beadle (MTE Consultants Inc.)

11.25

2025.11.04

Permanent Wood Foundations

TSA Technical Series

SPEAKER | Adam Robertson (Sustainatree Consulting)

2025.11.05

Newcomer in Architecture Information Session

Virtual Information Session with the Canadian Architectural Certification Board (CACB), the Ontario Association of Architects (OAA), and the Royal Architectural Institute of Canada (RAIC) Syllabus Program

SPEAKERS | Camille Cabero, Claire Hepburn (OAA), France Godard (CACB), Jessica McCormick (RAIC), Joël León Danis (TSA), Shannon Donovan, Victoria Kotasova (CACB)
MODERATOR | Varsha Kumar (TSA)

2025.11.11

TSA CONNECT: Newcomers

Structured Networking Session and Mix and Mingle

FEATURED GUESTS | Abdenour Arar (Arcadis), Adriana Sartini (GBCA Architects), Andrew Caldwell (Brian O'Brian Architect), Ara Boynarian (Adamson Associates Architects), Audrey Daudon (Studio JCI), Duanne Render (Gensler), Fernando Perez Alvarez (Entuitive), Jiya Benni (8 80 Cities), Kasmin Devashrayee (Turner Fleischer Architects Inc.), Mahdie Irannejad (NORR), Marcela Miranda (Metrolinx), Maria Urdaneta (MillerKnoll), Noheir Elgendy (University of Toronto), Sakshi Sood Joshi (BDP Quadrangle), Shima Bagherzadeh (Stantec), Zeynep Benk (PLANT)

2025.11.12 - 2025.11.15

Architecture and Design Film Festival (ADFF): Toronto

Film Festival in partnership with ADFF, featuring 13 diverse films, 3 TSA-curated post-screening panel discussions, and a one-of-a-kind trivia night on brutalism in film

SPEAKERS | Arancha Gonzalez Bernardo (Odami), Ben Wolf, Jacquelyn Hayward (City of Toronto), Maria Denegri (Denegri Bessai Studio), Ranee Lee (DESIGNwith), Neiland Brissenden (Bloor Annex BIA), Ute Maya-Giambattista (O2 Planning & Design)

MODERATORS | Elizabeth Pagliacolo, Eric Mutrie (AZURE), John Lorinc (Spacing Toronto)

LAND ACKNOWLEDGEMENTS | Domitillah Antoinée, Joël León Danis, Kurtis Chen, Michelle Chan (TSA)

TRIVIA HOST | Joël León Danis

2025.11.18

Cement, Concrete, and the Path to Decarbonization

TSA Technical Series

SPEAKER | Rob Cooney (The Cement Association of Canada)

2025.11.18

Future-Ready Design Guide Preview Event

A special event for industry professionals where the TSA's new resource was launched

2025.11.28

TSA Year End BASH 2025

VENUE | Limberlost Place

12.25

2025.12.06

Gingerbread City: Kids' Main Street Workshops

Two in-person workshops where children (3-13) created unique gingerbread façades with the help of architects and gingerbread experts, where the completed pieces were then collaged into a digital Main Street and showcased on the TSA website

2025.12.09

Navigating Changes to Part 4 of the OBC

TSA Technical Series

SPEAKER | Frederic Ouellette (Engineering Link Inc.)

2025.12.14 - 2026.01.27

Gingerbread City

A popular hybrid community building event with both an in-person display at Maker Bean Café and a virtual showcase on the TSA website of submitted gingerbread creations

CONTRIBUTORS | Andrea Sider, Baron Nelson Architects Inc., B.E.D.S (Lakeshore Collegiate Institute), Chantel Li and Jason Ash (Save OSC), Hélène Timpano, 'It's Just Bread', Joël León Danis, Michelle Chan, VanderMeer Family, Rus Trana and Alex Chan, Vince Wang

Financial Report 2025

	2025	2024
Revenue		
Membership Dues	\$171,326.10 ¹	\$ 116,754.17
OAA Per Capita Funding	\$ 34,750.00	\$ 33,850.00
Ticket Sales	\$ 63,933.77	\$ 43,865.22
Grants	\$ 43,990.00 ²	\$ 52,900.00
Sponsorships	\$ 81,000.00	\$ 61,500.01
Donations	\$ 1,994.40	\$ 1,532.65
Interest from Investments	\$ 9,977.75	-
Other Income	\$ 14,530.89 ³	\$ 1,292.36
	\$ 421,502.91	\$ 311,694.41
Expenses		
Payroll Expenses	\$ 203,874.60 ⁴	\$ 187,655.83 ³
Professional & Administrative Fees	\$ 36,371.42	\$ 7,433.15
Website	0	\$5,000
Scholarships and Awards	\$8,500.00	\$6,000.00
Insurance	\$ 3,188.16	\$ 5,487.76
Office/General Administrative Costs	\$ 19,706.27	\$ 15,642.71
TSA Programming	\$ 116,889.05	\$ 82,614.94
Meetings	\$ 3,808.34	\$ 3,557.230
Rent Expense	\$ 10,070.71	\$ 7,433.15
	\$ 402,366.78	\$ 320,814.78
Excess of Revenue Over Expenses	\$ 19,136.13²	\$ (9,120.37)

** Please note that this is a preliminary financial report and subject to confirmation by the TSA's accounting firm during their compilation of our financial statements. A detailed financial statement can be made available upon request.*

1. \$28,686.01 from direct-join membership income.
2. Includes \$12,500 in committed funds for 2026 projects.
3. Other Income includes bar sales, Pride merchandise, reimbursements from activities and other miscellaneous income.
4. Approximately 70% of staff time goes directly into the delivery of TSA Initiatives and Programs.

Assets of the Society ¹

	2025
Account Balance	\$120,676.01
GIC investments	\$250,000.00 ²
Total Assets	\$370,676.01 ³

1. *These numbers were collected on January 1, 2026.*
2. *Current mix includes \$200,000 in fixed GIC (2.7%); \$50,000 in Flexible GIC (2.15%).*
3. *Total Assets include a reserve fund of \$320,000.00 (approximately 1 year of operations), \$30,000 of committed funds tied to projects to be delivered in 2026, and \$20,676.01 in unrestricted funds. For 2026, we expect these funds to assist in the initial onboarding costs of an additional staff member for increased capacity in 2027.*

People

What we do is only possible thanks to hundreds of volunteers who selflessly dedicate their time to our Society. The TSA would like to express our enormous gratitude to all those who make our initiatives and programs possible — you are at the very heart of the TSA's work.

Officers of the Society

Ana-Francisca de la Mora
Chair

Barbora Vokac Taylor
Vice-Chair

Varsha Kumar
Treasurer

Megan Torza
Immediate Past Chair

Executive Board Members

Heather Breeze
Forums

Janice Miyagi
Pride

Jason Dobbin

Kevin McIntosh
TSA CONNECT

Kfir Gluzberg
Forums

Kurtis Chen
Technical Lectures, Pride

Ralph Holmes
Film, DIAC Representative

Rania Matta
Walking Tours

Pamela Bruneau
Building Tours

Initiative Leads

Emad Ghattas
Walking Tours

Heba Al-Fayez
Kids and Youth Outreach

Laura Salamanca Moreno
Career Development

Ramy Bakir
Kids and Youth Outreach

Ria Al-Ameen
Career Development

Staff

Joël León Danis
Executive Director

Rebecca Pike
Programming Coordinator

Amanda Emblem
Administrator

Kurtis Chen
Special Projects

OAA Council Liaison

Natasha H. Krickhan

Advisory Board

Megan Torza
Antonio Gomez-Palacio
David Sisam
Heather Dubbeldam
Joe Lobko
Maria Denegri
Meg Graham

Financials

Ali Ladha, Vertical CPA
Tracy Amorighoye, Vertical CPA

Administrative Volunteers

Ryan Falkenberg

Photography and Videography

Kurtis Chen
Yianni Tong
Julia Bewcyk

Student Placements

Amanda Emblem
Katerina Rozumey
Nica Fleming

Future-Ready Design Guide Production Team

Florencio IV (Vince) Tameta
Kurtis Chen
Mahima Patel
Ted Kesik

Film Committee

Alireza Partovi
Domitillah Antoinette
Kurtis Chen
Michelle Chan
Ralph Holmes

TSA CONNECT Organizing Committee

Ana-Francisca de la Mora
Kevin McIntosh
Laura Salamanca Moreno
Ria Al-Ameen
Varsha Kumar

Design Industry Advisory Committee (DIAC) Representatives

Ralph Holmes
Anna Kao

iPLAN Representative

Varsha Kumar

Speakers

Aaron Waldt
Adam Robertson
Agata Mrozowski
Alex Waffle
Alexander Michalatos
Ali McMurter
Amrinder Gill

Andrei Molchynsky
Andrew Valyear
Andy Thomson
Arnav Garde
Becky Yurek
Bill Gurney
Boris Gopka
Brett Thorner
Camille Cabero
Carol Belanger
Carol Phillips
Cary Solomon
Charles Birnbaum
Chris Burbidge
Claire Hepburn
Coryn Kempster
Danny Roy
David Thompson
Elise Shelley
Fariz Dhalla
France Godard
Frederic Ouellette
Guillaume Paradis
Ilana Altman
Jay Levine
Jessica McCormick
Joe Baz
Julia Jamrozik
Luke Mollet
Mike Beadle
Nerys Rau
Nick Jones
Nina-Marie Lister
Patrick Marmen
Philip Silverstein
Rob Cooney
Robert Mariani
Ryan Foster
Shannon Donovan
Shirley Blumberg
Tyler Walker
Victoria Kotasova
Viktors Jaunkalns

Moderators

Elizabeth Pagliacolo
Eric Mutrie
John Lorinc
Kfir Gluzberg
Shawn Micallef
Stefan Novakovic
Varsha Kumar

Featured Guests

Abdenour Arar
Adriana Sartini
Afsaneh Asayesh
Alar Kongats
Alessandro Tersigni
Alistair Vaz
Andrew Caldwell
Angela Gou
Anna Kao
Anya Moryoussef
Ara Boynarian
Audrey Daudon
Barbora Vokac Taylor
Brenda Webster-Tweel
Cassandra Alves
Cecily Beata Eckhardt
Daniel Ling
Danny Roy
David Dow
David Fortin
Deanna Brown
Dima Cook
Donald Chong
Duanne Render
Evan Saskin
Fernando Perez Alvarez
Heather Asquith
Heather Breeze
Jennifer Adams Peffer
Jiya Benni
John Lee
John Plumpton
Kaari Kitawi

Kasmin Devashrayee
Kfir Gluzberg
Luke Anderson
Mahdie Irannejad
Mania Javadipour
Marcela Miranda
Maria Nikolova
Maria Urdaneta
Mariam Abdelrahman
Megan Nicoletti
Mohammed Dawoud
Natasha Brin
Natasha Krickhan
Nicola Casciato
Noheir Elgendy
Norm Li
Nyasha Harper-Michon
Paul Raff
Phil Silverstein
Philip Smith
Raymond Chow
Rob Shostak
Roman Romanov
Roxane Bejjany
Sakshi Sood Joshi
Sandra Iskandar
Sarah Luca
Scott Norsworthy
Scott Weir
Shane Laptiste
Shima Bagherzadeh
Silvio Baldassara
Stasia Bogdan
Steven Casey
Sue Jean Chung
Susan Speigel
Tushar Negi
Vikkie Chen
Zeynep Benk

Tour Guides

Anwar Kassas
Carolyn Fearman
Christiane Böck

Daniel Gaito
Elif Efe
Emad Ghattas
Eric Gertner
Greicy Rodriguez-Sarita
Heba Al-Fayez
Hector Tuminan
Janice Miyagi
Joël León Danis
Judy Jacobs
(June) Jung Won Lee
Kurtis Chen
Manuela Istrate
Mohcine Sadiq
Pamela Bruneau
Rania Matta
Rosie Meza
Vikkie Chen

2024-2025 Event Support Team

Alberto (Tirzo) Arjona Sonda
Brendan McDonald
Danielle Iwegbu
Desiree Armstrong
Hritik Vijayan
Javeria Hassan
Kamran Hemani
Karina De Leon Garcia
Kristen D’Penna
Kyla Tang
Lamita Hermez
Ramitha Watareka
Sharon Kim

Paper City Volunteers

Alexandra Tse
Andjela Tatarovic
Joanna Berton
Katharine Loui
Lauren Bontridder
Mahdieh Rezaie
Mahima Patel

Maria Palcon
Sara Qureshi
Sharon Kim
Tasha Go
Tasnia Hasan
Tiffany Dang
Yanlin Chen

Kids' Main Street Volunteers

Alexandra Tse
Alex Polito
Ayah Alkhateeb
Elif Efe
Exxen Pacelo
Nikki Sond
Shaniah Tabios
Tasnia Hasan

Pride Street Fair Volunteers

Aashir Imran
Adria Maynard
Anahita Jam
Andrew Caldwell
Avery Rose
Brian Do
Casey Ruta
Davood Khadem
Dmytro Dembrivskyi
Duha Ismail
Erin Tostevin
Gisele Ortega Joseph
Haoyu He
Jake Murray
Jim Kurt Ereño
Jocelyn Squires
Joe Woolfe
Jordana Osorio
Karina Craig
Larissa Korol
Maria Palcon
Mariana Gómez Salazar
Marissa Reixach-Wong

Rosie Meza
Scarlett Wong
Stephanie Mah
Tracy Nguyen
Yuchen Liu

Other Volunteers

Alex Lagos
Alishba Hammad
Amna Shahzad
Ana Gofferjé
Anahita Jam
Ani Hutasoit
Ann Peng
Anna (Qianhui) Geng
Arian Ghelichkhani
Ava Duckworth-Pilkington
Aya Tileubay
Boer Li
Candice Maree Ferrer
Caroline Cai
Cynthia Gil
Daffine Samson Lal
Dain Bok
Devayani Harde
Domitillah Antoinée
Erin Tostevin
Fawaz Kamran
Fredy Chavez
Grace Eakins
Hajer Dawood
Harash Mahbobi
Harsh Khandelwal
Heart Bolivar
Heidi Wu
Himani Patel
Houda Labbaci
Hussain Ali
HyunJung Park
Isabela Brasil
Ishwarejan Balaratnam
Jatin Kashyap
Jaweriya Zubair
Jocelyn Leonardy

Joe Woolfe
John Miguel Capili
Judy Shalayel
Kaj Marshall
Kanika Bhardwaj
Katy Cao
Ketaki Apte
Komal Sharma
Kristina Andersen
Leena Karim
Lena Vu
Lensa Baker
Mahboubeh Abolghasemi
Mariyeh Azaddavar
Mary Rismanchi
Mia Hoang
Michelle Perez
Mikela Fraser Villegas
Muskan Goel
Nancy Yeh
Natalie Costa-Stokman
Nathania Nagarajah
Nidhi Rathod
Nina Popovic
Nouha Zerria
Oleksandr Nenenko
Olie Navrotska
Oluwadamisola Oke
Orietta Quijada
Osaze Smith
Oyebola Ajiboye
Patricia Pham
Paul Arenas
Pauline Jondy
Pawana Shrestha
Priyank Bhatt
Rahul Pavithran
Raina Firados Darga
Ramesh Alagiri
Reyhaneh Farahbakhsh
Ryan Gagnier
Sai Willis
Salloni Buddhadev
Sanya Mathur
Sebenemariam Alemayehu
Shamyl Qureshi

Shri Paul Charles
Silvia Khine
Sofia Gontcharenko
Sonia Murcia
Stefan Fernandes
Suneha Walia
Sydney Tran
Tejas Murudkar
Temidayo Akinyelure
Timothy Lam
Tracy Nguyen
Trey Vyas
Vrunda Mangukiya
Wesley Sun
Yamini Kumar
Yigithan Aslan
Yipeng Huang
Young Hoon Cho
Yueyi Yui Zhuang
Zoe Leonard

Gingerbread Makers

Andrea Sider
Baron Nelson Architects Inc.
B.E.D.S (Lakeshore Collegiate Institute)
Chantel Li and Jason Ash (Save OSC)
Hélène Timpano
'It's Just Bread'
Joël León Danis
Michelle Chan
VanderMeer Family
Rus Trana and Alex Chan
Vince Wang

Scholarships

Continuing the long standing tradition of supporting the next generation of city builders, the TSA scholarship program provides financial support to students enrolled in architecture and related programs across universities and colleges in our catchment area.

While the format and name of the award might vary between schools, they all share in common a criteria of recognizing a student who demonstrates an active commitment to volunteerism and leadership for the benefit of their fellow students and communities. Listed below are the schools that received support in 2025 and—when available—the name of recipients.

Congratulations to all our 2025 scholarship recipients!

University of Toronto

Eric Brandon Wang
Young Hoon Cho

Toronto Metropolitan University

Savannah Baker
Katya Stokoz

Ontario College of Art and Design (OCAD) University

3rd year Environmental Design student (name TBA)

Centennial College

Cody Massey

Sheridan College

Arturo Pinango

Humber College

Jake Ford

George Brown College

Catalina Antonia Larenas Carrasco

Georgian College

Spencer Gowan

Sponsors

The TSA would like to express our enormous gratitude to sponsors, partners and collaborating organizations who through their generous support make our initiatives possible. We couldn't do what we do without you!

Program Sponsors

Arcadis
Blackwell Structural Engineers
Giannone Petricone Associates
Little Canada
Moriyama Teshima Architects
Ontario Association of Architects
Pro-Demnity Insurance Company
Rockwool Group
STEIN+REGENCY
Waterfront BIA
Waterfront Toronto

Partners

Arium Design Inc.
BDP Quadrangle Architects
DSBG
DTAH
Exterior Technologies Group
Grounded Engineering Inc.
Studio JCI

Supporters

Aercoustics
A.W. Hooker Associates Ltd.
Brampton Brick
Certainteed
DIALOG
Engineering Link Inc.
E.R.A. Architects Inc.
Euro Architectural Components
GBCA Architects
GHD
H.H. Angus and Associates Ltd.
Innovia Partners
LRI Engineering Inc.
Montgomery Sisam Architects Inc.
Smith + Andersen
VFA Architecture and Design
WorkOrb AI

Contributors

Ontario Panelization
RJC Engineers
Tenera

Friends

CCxA

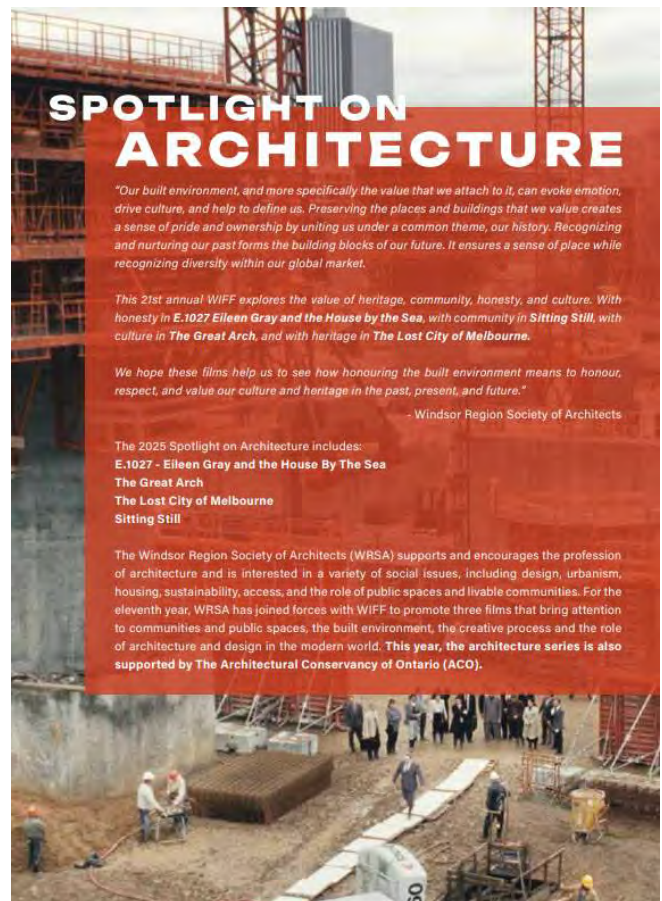
2026 ANNUAL REPORT

This year included a wide variety of initiatives for the WRSA. We continued our efforts in community engagement and outreach, education, and further developed ongoing initiatives, and member engagement.

Windsor International Film Festival

Our engagement with the community continued with the support of the Windsor International Film Festival (WIFF), thanks to the OAA's recurring Special Project Funding. This year's *'Spotlight on Architecture'* films explored the value of heritage, community, honesty, and culture. The film slate included four films, namely *"E.1027 Eileen Gray and the House By The Sea"*, *"Sitting Still"*, *"The Great Arch"* and *"The Lost City of Melbourne"*, with a total of six screenings, which our Executive Committee were able to introduce.

As part of WIFF festival, the WRSA hosted a presentation after the screening of *The Lost City of Melbourne* titled *"Echoes of the Past: Windsor's Lost Architectural Heritage"*. This presentation was hosted by local architectural historian and retired professor, Frank Perissinotti, who gave a compelling and informative presentation on all the historical architecture that has been lost in Windsor over the last 100 years. This presentation received great reviews, and garnered a lot of interest from the public.





Clockwise, from top left: Tammy Dewhirst, President of the Windsor Chapter of the Architectural Conservancy of Ontario; Presentation View; Suzanne Stiers, Chair of the Windsor Region Society of Architecture; Frank Perissinotti, Architectural Historian and Retired Professor.

Windsor-Essex Jane's Walk

Thanks to SPF funding from the OAA, we were able to be the Presenting Sponsors of the 2025 Jane's Walk Windsor-Essex Festival. Our support made this year's festival the most ambitious yet, with 55 free walks, talks, and community connection.

We are proud to share that Jane's Walk Windsor-Essex 2025 was the second-largest in Canada, right behind Toronto. The festival included 31 guided-walking tours, 10 Jane's Talks (seated presentations), 10 Jane's Talk & Tours (tours of historic buildings), 2 days of a gallery show, one storytelling event, and one community picnic. This year prioritized smaller, more intimate group sizes to foster deeper conversations and more meaningful neighbourhood experiences. We welcomed approximately 1,500 participants to walk, listen, and connect.



Architecture on the Streets:

Architecture continues to be a cornerstone of the festival, and this year many events highlighted its impact on the built environment and community identity. Members of the Windsor Region Society of Architects led several standout walks, including Nicolas Lamoureux's walk, "Who Designs Our Cities" and Ken Acton's "Ford City: Labour, Architecture and Community." One of our most anticipated events, "The Architect of Detroit Goes to Windsor" was in partnership with Albert Kahn Legacy Foundation.



In addition, this sponsorship allowed the festival not only to grow in number of walks and talks, but to also provide a greater level of accommodations including more wheelchair-accessible venues, seated talks, upgraded audio equipment and amplification, upgraded wayfinding signage, and GoPro recordings for sharing in the future.

Social Media

Thanks to continued funding from the OAA, we have been able to continue to build upon our presence on social media. Our social media presence included a wide variety of topics including a continuation of society history, architecture tidbits and quotes, promotion of architects, and event highlights. We continue to see increases in engagement and interaction, and continue to receive comments from many in the community that they recognize and appreciate the information we provide online. We look forward to continuing with this in 2026, as we have found it to be the primary tool to build public awareness of the Society, and to promote topics of design, architecture, equity, diversity, inclusion, accessibility, and sustainability and climate change.

 Windsor Region Society of Architects
November 3, 2025 · 🌐

The 2025 [Windsor International Film Festival](#) was a huge success! It's always such a privilege to partner with organizations like WIFF who actively prioritize the arts in our community.

Did you catch any films this year? Did you attend any of our Spotlight on Architecture features? We'd love to hear about your film festival experience in the comments!



Windsor Region Society of Architects
 October 6, 2025 · 🌐

Interested in architecture?
 Studying architecture?
 Work in architecture?
 Want to attend our events?

We want YOU as a member! Visit our website to learn more and apply

<https://wrsarchitects.ca/become-a-member/>

DO YOU LOVE ARCHITECTURE?

BECOME A MEMBER

- ARCHITECTS
- STUDENTS & INTERNS
- EDUCATORS
- CITY PLANNERS & POLICY MAKERS
- ANYONE INTERESTED IN ARCHITECTURE

VISIT [WRSARCHITECTS.CA](https://wrsarchitects.ca) FOR MORE DETAILS

wrsa
windsor region society of architects

Windsor Region Society of Architects
 August 25, 2025 · 🌐

Have you ever passed by this structure at the riverfront and wondered what it was? You're not alone!

"The Old Pump House", as it's commonly called, actually has another name - The Windsor Water Intake Building.

It was designed by a very prominent firm out of Detroit called Smith, Hinchman & Gryllsbuilt and built in 1913 as part of Windsor's original municipal water system that was created in the 1900s. It served to draw water from the Detroit River and to supply the municipal water system.

👤 Zachary Balogh



Windsor Region Society of Architects
 February 19, 2025 · 🌐

Planning a big project in 2025? There are plenty of reasons why hiring a Windsor architect is a wise decision:

- 1 Members of the Windsor Region Society of Architects have a commitment to maintaining and improving the quality of Windsor's built environment.
- 2 They have a familiarity with the cultural, social, economic and heritage aspects of Windsor.
- 3 They have experience in working with local resources, including government, builders and other consultants.
- 4 Firms range from integrated architectural-engineering firms through to small boutique practices.
- 5 There contain both experienced practitioners and rising young architects.
- 6 Windsor-area offices mean responsive services, at your home, in your office, and on the site.

#ontarioarchitecture #windsorontario #yqg #windsorontariocanada #windsoron #architecturefirm #architecturejobs #canadianarchitect #canadianarchitecture #windsorsexcounty #windsorsexrealestate

wrsa
windsor region society of architects

6 Reasons To Hire A Windsor Architect

Bike Windsor-Essex Winter Wheels Program



Again this year, our promotion of health and wellness involved sponsorship of the Bike Windsor-Essex Winter Wheels program, thanks to special project funding provided by the OAA. This program demonstrates our promotion of sustainable forms of transportation, active living year-round, and to encourage density along with alternate forms of development.


 Bike Windsor Essex
November 29, 2024 · 🌐

Winter Wheels is fun and free! Thanks to [CWATS](#) and the [Windsor Region Society of Architects](#), we're back for year 4, supporting 25 bike riders who wish to challenge themselves to ride all winter! Free winter tires, personal support, winter bike rides and the camaraderie of others who want to enjoy winter cycling!

Apply here: <https://bikewindsor-essex.com/news/winter-wheels-is-back/>



CWATS
Government organization

 Send message

United Way's On Track To Success Program

As part of our mandate for education and outreach to youth, we participated in various initiatives this year to support this, in part thanks to special funding received once again from the OAA. This included continued participation in the United Way's "On Track To Success" program. On Track to Success is a poverty reduction strategy that strives to alleviate barriers for children who are living in low-income families by providing extensive wrap around services, supporting them in their learning and development. OTTS consists of four main program elements, academic, social mentoring, career mentoring and financial assistance of the student. A major component of the program is it strives to connect classroom learning with workplace applications and experiential learning experiences.



ON TRACK TO SUCCESS (OTTS) provides academic, mental health, social and financial support as well as mentoring and career building opportunities to marginalized youth. Delivered in West Windsor, Downtown Windsor and Leamington, this program is designed to help students graduate from high school and attend post-secondary education.

Our partnership with the United Way allowed the WRSA to sponsor and mentor a student that is interested in a career in architecture and also expand our own WRSA education initiation. Again this year, we had a few OTTS students placed in members' firms for co-op placements.

We look forward to further developing on the above initiatives, as well as others that are in the early planning stages, in 2026, to further membership and community education and engagement.

A handwritten signature in black ink that reads "Suzanne Stiers".

Suzanne Stiers, M.Arch., OAA
Architect
Chair, Windsor Region Society of Architects

To OAA Council: **Request a Deputation** – Brief / Rafid Kustou / Feb 12 2026

Arch Misconduct for OAA Leaders (against Arch Act Reg 27 item # 42 Arch Misconduct), that caused Financial Hardship to Ontarian Architects. A penalty should be paid to members as an alternative to suspend the Licences of few Leaders. OAA did not put the Time & Money in the right direction in the last 10 years ignoring the difficulties the profession is facing, and the weakened economy & recession since Covid-19 to-date. The Council came to power thru Political Vote System depends on (*Points*), not on Resume & Experience.

Sub: *Deputation* for next OAA Council meeting Mar 05 2026, refer to my comments on attached Supported Documents (33 pages):

Good morning,

Deputation has 3 Items:

1. OAA to create Program to pay (\$4,000 to 2,500 poor Architects). Depend on low-income Tax Statement for last 5 years. (this Penalty is not related to current Hardship Program). Total of \$10.0M is generated from hidden & unnecessary expenses of \$1.0M per for 10 Years (2015-2025)
2. To regulate OAA Leaders (& Councillors) following Arch Act / Reg 27 # 42 Misconducts. Incorrect OAA Policy & Plan in the last 10 Years reduced Business & value of (Architect), so the enforcement is;
3. Reduce Membership & Practices Fee 25 %, for 2026 & next 3 years following unnecessary expenses spent on programs (around \$2.0M per year for last 10 years). This could be achieved easily by reducing useless OAA programmes (from \$2.5M per year to \$0.5M only). Most of them are for former OAA Councillors.

Basic requirements to any Organization:

1. OAA Financial Statements are not professional, and councillors are afraid to put their names.
2. Councillor Election is Political Election depend on Points (# of Votes) not on Experience & Resume.
3. Councillors isolate themselves from members. No contact Info, they create their rules to renew their position with OAA 3 times x 3 Years. Architects are not in a safe hand. We should save next Generation
4. NO Transparency: any Vote is fake (to satisfy the Media & MAG), Ex: passing a fake Motion to raise membership fee 3 times in 3 years continually and members comments are not used in OAA policy .
5. Major decisions are taken without members opinion: \$5.0-6.0 M on OAA Building Renovation, OAA-AATO (failure & Court) and now new movie of OAA-ARIDO to make the councillors busy with income.
6. OAA Leaders & Councillors collaborate with MAG keeping BCIN # 18 years without a Strike.
7. One of the major errors is: **OAA 5 Years Strategic Plan 2022-2026**, (Contravention), briefly:
 - At my meeting with OAA sept 11 2019, OAA President informed me that OAA will run Members Survey to verify my comments: Report of Survey released in 2020, then OAA hired Consultant to arrange a Strategic Plan, then after 2 years of delay till 2022; that ended with a surprise (5 years) 5 years Plan with 0 zero action to Architects Comments. 5 Years Plan + 2 Year preparation: we lost 7 Years from our lives (almost a generation) with No progress to the Profession and more Hardship. For the Modernization to the Arch Act, only 2 items: to include the failure of AATO, which made the Arch Act worst. (Contravention). Another Modernization: to give fake OAA license.
 - Do not forget, before that; Architects spent another 7 Years of SPIF (Small Arch Practices Forum) program 2011-2017 which run by OAA Councilor. The Total of 14 years from our lives.
 - Question: What OAA Councilors do if they hire 3rd party to write future Strategic Plan for them....being a Councilor is Pleasure not Privilege.

It is clear that OAA had breached both Architect Act & basic regulation of Non-profit Organization. Self Governance does not apply anymore. Apology alone does not work: Time has come to OAA Leaders to pay back to Architects. In a situation like this, there is normal Process & Standard to follow: OAA Expenses should be on-hold from the day I sent my Report Mar 21 2025, and leaders should take action and send Report to members for major policy changes. Positive Action should be quickly, preferred by a new team/new Council, to prevent same people enjoy another 5 Years & then retire.

Important:

- Please conform that All Councillors & LGIC receive this Report and attached 33 files. This is 3 hours of reading; each word has a meaning. (I will forward to personal emails of Councillors I know).
- RAIC is included in this email. It is better if they will attend the meeting for fair decision. My Report to RAIC (*3 pages Sep & Nov 2025 included*) is a good brief about OAA contravention.
- Can you release the (Deputation) on OAA website & Bulletin, so interested members can attend.
- It is required from OAA President to release OAA (Plan and Expenses for 2026), to be reviewed and approved by members. We expect the Programs & expenses of 2026 are min. 50% less.
- I also included my Application to the Position of (*Practice Advisor*). The intention is the 3 Items I had mentioned in page # 1. (*this is not internal Position OAA or RAIC*)
- OAA Registrar should help to establish By-Law to regulate OAA Council: new By-law to apply to all councillors and Presidents serving now and apply to those had served OAA in the last 10 years. Their Reports and decisions led to the Hardship of 1000's of Architects & Interns, Ex: (Financial Statements, OAA -AATO court, \$ 5.0 M OAA Bldg Reno. including Rent & Relocation, proposed OAA property Landscape project, Letter to Toronto Mayor July 08 25 and..... 5 Years Strategic Plan (why 5 Years)).
- Any time you need: I can gather Architects to support this chain of emails, and this is NOT considered (Lobbying).

My supported Documents Includes: 33 Pages

1. Report about Financial Statement 2024
2. Report about OAA Councilor Election
3. Conclusion to RAIC (Sept -Nov 2025) about OAA (requesting: claim against OAA Council)
4. My application to the position of OAA Practice Advisor which include details about required steps to regulate OAA Councilors following Arch Act
5. Worst 3 Letters from OAA to: Toronto Mayor, MMAH
6. Cut Sheets about: OAA Election result, FS 2020 -2022 and OAA president notice to Council 2017 to take Action following SPIF/Ryerson Report July 04 2017 (Consortium Business Model).
7. My comments on OAA 5 Years Strategic Plan

The reviewer of this deputation and supported document understands: my great effort to the Profession is 100% more than any Leader or Councillor had serviced the OAA.

More comments and the History of Motion are in my emails below / Jan 21 2026

Thank you, (this is Express Deputation), looking to a quick response.
Rafid K. 416 494 9764 Feb 12 2026 rafid-arch@hotmail.com

From: Rafid KUSTOU <rafid-arch@hotmail.com>
Sent: January 8, 2026 9:12 AM
To: Tina Carfa <TinaC@oaa.on.ca>
Cc: President <President@oaa.on.ca>; Christie Mills <christiem@oaa.on.ca>
Subject: Re: OAA Financial Hardship Policy

Good morning Tina:

1. I am still waiting for more than one year for the Contact info of OAA leaders (LGIC (Elain ...@ontario.ca) and Governance Committee (names and emails).
2. I sent min. 10 emails to Council (Council@oaa.on.ca) , No one had the courage to answer, Why??
3. OAA Executive mentioned to me during AGM April 10 '25 that (*OAA will get back to you about OAA Financial Statement 2024*) so I need an answer from OAA not BDO.. My Report was sent Mar 21 24- attached - I am waiting for 8 months.
4. Around \$5.0 M in the Financial Statement have No details, Ex : 2,000 Practices membership is missing , Direct Programs \$2.8 M (\$2.8 M). *See attached file*
5. Someone from OAA to put his/her name and contact on revised financial statement 2024- otherwise it is not valid and OAA Expenses should be On-Hold since Mar 21 2025.
6. 2026 Members & Practices Fees should be revised for All Architects (min 25% less). To be announced soon
7. OAA Registrar did not answer my emails about: Financial Statement, accuracy of Election 2025 and my request to establish Regulation according Arch Act for the efforts & Task of OAA Leaders/Architects..
8. Please release Architects Comments for OAA Members & Practices Survey Sept 2025, we need to read real actual Comments with names of Architect, Not Statistic. (*I am afraid only current & Previous Councillors had participated*). I want the same for Members Survey 2019 - I had encouraged 1000's Architects to participate in 2019 - I need to read their comments). **Why OAA does not establish Forum on OAA website. ???**

Thank you, Happy New Year
Rafi. K. Jan 08 2026

Hellooo Tina, thanks.

1. See email below (*and attached File Jan 12*) ; why you did not respond to me on Jan 12. (this is not professional action). OAA does not respects Architects Voice.. **did you circulate the deputation to ALL on-time or only to Kristi?**
2. See email below: My original email with full attachments was sent on **Jan 08** : 14 days earlier,
3. This is not acceptable, and approves to the Government & OAA members that **OAA has NO Fairness**, and the **Political Party leading the OAA** does not accept complains against themselves. Only thru MAG.
4. Can you email me the (useless) Agenda of tomorrow meeting please; to show you that this **Deputation** is most important item in the meeting and more important than Councillors Summer Celebration at next OAA Conference.
5. Why OAA did not respond to my comments (2 Reports); **1) Non professional Financial statement and 2) Non-professional Vote.** (I am waiting 1.5 year), and there was 6 Council meetings in 1.5 years. I can approve to OAA Registrar that OAA election was fake.
6. Can you answer my question: **Why everyone enter the OAA wants to stay forever without any improvement to Architectural services in Ontario**, and leaves with compensation and takes his/her errors with him/her. Sure they will sign Financial Statement as a blind person.
7. The delay to solve this matter, means OAA will pay more compensation to poor Architects, and OAA must put OAA expenses on-hold starting March 21 2025.
8. Where is OAA Registrar?: Architect's Act applies to All Councillors and OAA Employees (and Interns). Where is Practice Advisors,? there are 100 Tips & Regulations should apply to this case and to OAA Leaders.
9. I only sent one additional file today, start with 0 zero, All other documents were sent earlier (100 reports in 8 years).
10. The Priority of OAA leaders is to satisfy & collaborate with the Media + MAG to stay in Power (Not with Us). As soon as there is No action from RAIC; this matter will extend to Federal Government.
11. **There is No Fairness at OAA, Architects need Justic.**
12. I feel sorry to most of Councillors who had No choice just to satisfy the OAA as source of Income. (Just be honest to yourselves). Why you hide your Contact's Info??... you will be responsible even after leaving the OAA.
13. I mentioned to RAIC; in construction field if you do not take care and do minor Reno to your building every one or two years, Major Reno will be Costly and to Demolish is the right Decision, and that applies to OAA Policy/Leadership and Arch Act.
14. Tina: I know you are not a decision maker & with OAA for 30 years, but OAA put you at the face of bomb in non-professional way. I feel sorry to you. Do you have the courage to read this letter tomorrow.

1/21/2026

Re: Deputation: OAA Financial Hardship Policy

Whatever you do and you support each others, Poor Architects will win. History approves that.

- (email me full video of the Meeting to share with MAG).
- (I need contact info to LGIC)
- (I will share this email with related Authorities).

Regards

Rafid K (Jan 21 2026 12 pm)

From: Rafid KUSTOU <rafid-arch@hotmail.com>

Sent: January 21, 2026 9:22 AM

To: Tina Carfa <TinaC@oaa.on.ca>

Cc: mbrennan@raic.org; Christie Mills <ChristieM@oaa.on.ca>; Mélisa Audet <MelisaA@oaa.on.ca>

Subject: Fw: Deputation: OAA Financial Hardship Policy

Rafid to OAA / Deputation / 1st Council Meeting Jan 22 2026)

Good morning Tina

How are you,

Please add attached supported Documents to the Deputation I had raised.

1/21/2026

Re: Deputation: OAA Financial Hardship Policy

OAA Vote: is the second important Report I has sent to OAA (*After Financial Statement (F.S.) 2024 sent March 21 2025*). Councillor Election/Vote is a major item to Re-shape the OAA, currently after any election; OAA services end with errors (*OAA Plan & decisions and Reports*) that reduce the value of Architecture Services in Ontario. Current Vote system is not fair, and does not depend on Experience. (Political Vote).

OAA did NOT put Time & Money in the right direction for more than 10 years. This is why Architects are facing Hardship. Paying money back (**Penalty following Arch Act/Reg 27- #42**) to Members is required

OAA should be aware of: There is standard process for any Organization & Non-Profit to follow *immediately* when a complaint raised for errors in Financial Statement. All expenses should be on hold from that date.

OAA did not respond to both reports: No-one contacted me after AGM about (F.S.), as a notice was written to me at AGM '25. (\$ 5.0M expenses are without details). (*People signed F.S. without names & contact info*).

OAA Registrar ignored my comments (*Oct 16 2024*) about the Vote/attached, and I can approve (100%) that 2025 Election & Councillors Vote was not right / No Fairness. (*we need to replace 15 Councillors one time*).

.....
To OAA Registrar; to discuss at 1st Councillor meeting 2026 (*I did not raise this matter to MAG yet*):

- **Important Note 1:** (*This supports the Deputation to pay back to Architects*).OAA Leaders should be aware that: Starting in 2026, Reg 27 / Arch Misconduct applies to All: Councillors, OAA Employees & Interns. (please release this Tips on OAA web before revising Arch Act).
- **Important Note 2:** (*This supports the Deputation to pay back to Architects*).

Following on my Report: The Time has come to replace 15 Councillors, 15 seats one time. (The action is late: I mentioned that before 1.5 Year), OR reduce OAA Services and Membership Fee as a Regulator only.

- **Important Note 3:** (*This supports the Deputation to pay back to Architects*)

I need an answer to this secret: why any person (any councillor) enter OAA try whatever he/she can to stay forever without improvement to Architectural Services ?? Do they get OAA employees benefits like *attached* position/ job opportunity?? Are they paying membership fee.??? can you conform that officially please.

And this is why OAA Councillors sign (Confidential Agreement) and they approve (F.S.) with many errors.

Why councillors do not have contact info on OAA website. (*And always they put the blame to the Architect Act*).

Note: Few Councillors/Visitors who are in-out OAA in 2-3 years are not included, but they should not Vote.

.....
It is important that all OAA activities to be in-person (*NO Trust on-line, No transparency*).

1. AGM 2026 should be in person at major cities full of members, like (Toronto – Mississauga). 2026 Notice sent yesterday to be changed. (who voted (yes) 3 years at AGM to raise members Fee!!)
2. All Councillors Vote/election should be in-Person. (usually same people renew & stay)

Rafid K. comments to OAA Financial Statement 2024 / Mar 21 2025

(following on OAA Councillors approval - meeting Mar 2025).

OAA does not put their Time & Money to the right services to protect the Public & Profession of Arch.

Attention: Kristi, Ted and Elaine (LGIC):

We had received an email yesterday about next AGM meeting and I downloaded related documents including final approved financial statement 2024.

Financial Statement has many errors & not professional, it does not reflect 135 old organization for more than 7,000 members in Ontario, Canada. If you keep the present Financial Policy, you will end with selling OAA building.

These are my comments, (OAA bookkeeping) & many items are missing in your Report:

1. Persons from both BDO & OAA who had approved this statement, are afraid to show their names & date. Is this statement decoration??
2. Explain in details: why there is error (comprehensive Loss) of (\$ 2,683,0000) from previous Year Statement (Note 9 page 10) why this amount was deducted from 2024, is this Legal? (> \$2.0M)
3. The income of (Arch Practices) annual membership Fees is not shown
(2,000 (practices) x \$ 500 (approx. annual fee) = \$1.0 M).
4. OAA contribution to other Arch Societies (beside TSA) is not shown.
5. Public Awareness (\$2,801.200): List of Programs and OAA contributions for individuals Programs are not shown. (FYI leader of these Programs are almost former OAA Councillors).
6. What is the financial relation between OAA and Prodemnity, how much OAA share & use from Prodemnity every Year. (Prodemnity income is from Practices Liability fee).
7. Annual OAA Building and property Fee is too much, just renovated: \$1,505,163 (where is energy saving - Solar Panels).
8. Who is funding proposed OAA Landscape Project (\$ 2.0 M) This Move was not reviewed and approved by Members.
9. To date-Architects have No Info & details about the total cost (+ \$2.0 M) previous OAA building Renovation Project (2018-2020).
10. How much OAA pays to OAA Councillors for additional services, especially there are Councillors who decided to stay 10 years with OAA (full-time Job).
11. What is the balance of OAA Annual Conference, details are not included; tickets, courses, Parties - Contribution of Sponsors, marketing,...
12. How many Free Packages (Conference + Hotel) OAA offers & pays to visitors (excluding current 15 Councillors individuals). (I assume 100 x \$5,000).
13. How much OAA pays internally for: (Award Excellent program, Shift, Jury (for both Award & Shift) and for unnecessary Surveys; change Title/name of (Intern), Sexual orientation for members, opinion to run the Conference in Florida....
14. What is (Demand Loan) \$3,908,901 (Note 8 -page 15) secured by the property /Building of OAA (who is the Owner OAA building ?- I assume it is shared by Members).
15. The Report did not mention how much (Internship Program) cost OAA yearly. There is No Quality Control to this Program and it cost overhead fees for OAA employee. It was changed 5 times in the last 10 Years. (Refer to my Report 2018), it is better to make the role of (Mentor) optional. Time & Money for this program can be spent to better services.
16. How much the total cost of SPIF program from 2011 to 2018 (including Univ of Ryerson Report July 04 2017). This program (Small Practices Info Forum) was supervised by OAA directly. (Longest program in the History of OAA). (this question was raised many times in the last 7 years / what is the process to raise official claim about this matter).
17. How much the total loss of OAA in 10 years for the failure of AATO program (including; Court process, Lawyers + Penalty). This program was not reviewed and approved by Members.
18. How much the Cost of OAA 5 years Strategic Plan (paid to a company). Note: The Plan was not reviewed & discussed & approved by Members. It did not follow the comments of members survey 2019 (How much Members Survey 2019 cost??).

Notes:

- a) **Logic:** Although Canada is facing Recession & Inflation at this time, and 1000s of Architects are suffering for 10 years, that is not reflected on your expenses. (*why*).
- b) Per my request, OAA had released financial statement before AGM, thank you. It is important to compare & coordinate at least with reports of 10 Years, can you please send OAA Financial Statements for the last 10 Years. And the names for who had approved.
- c) As I mentioned usually the presentation for OAA financial statement at AMG is 15 minutes only, it is not enough to answer my 18 questions above, so can you respond now? And I am requesting that during AGM you share with attendees all Items above * (share my questions & do not block Architects comments).
- d) Financial statement was approved by few people. It is important to members & Public reviewing financial statement understand about many errors in the process & non-professional election for OAA councillors, so this is why few people (same Councillors) are approving Financial Statement & expenses Year after Year.
- e) Related to above, OAA regulation for Election: members who wants to change Policy or Arch Act are not allowed to be OAA Councillors, and according your email Mar 03 25 (attached) Members are not allowed to Vote & contribute for OAA financial statement without being a Councillor. Is this Logic or Fun.
- f) **Mr Wilson**, to be sure you had received all my previous emails and you had reviewed all files/ *attached*, you will receive same documents by Registered Mail. I want to be sure you are fully involved before my meeting with the Government.
- g) **(LGIC) Elaine**, I am surprised that you are working with OAA for more than 10 Years, and you had approved Financial Statement with many mistakes; does the Government understands that OAA has wrong Policy and Architects are Not supporting OAA Policy and Election for more than 10 years.
- h) Please forward this email to **All councillors**, they may wake-up and cancel their approval to this Statement. (I will send this Report by Mail to the Councillors I know)
- i) General question: does OAA Councillors & former Councillors pay membership fees?, or it is a compensation for their efforts?? (I want to calculate Total Membership Fee OAA had received)

Individuals from OAA who had decided to release this Financial Statement with many mistakes have only one target: *to show that OAA is not a Professional Organization*, and that reflects that OAA is facing difficulties. You can not use Architect's Act as an excuse for the weakness of OAA policy but people who put the Policy are responsible.

It is clear now why OAA councillors prefer to keep OAA a Regulator not an Association. If OAA Councillors had collaborated with (Architects) and spent the time & money 10 years ago to revise Arch Act & make OAA Association & reduce Scope of BCIN # to protect the Public. Our Lives could be better long time ago. All OAA councillors who had served at the OAA in the last 10 years are responsible for the Financial Hardship and lost of businesses to thousands of Architects & their families in the last 10 Years. Time will not come back but Architects could be remunerated back from OAA.

Following on many comments above, and many mistakes at this Financial Reports; Saving of \$1.0 M per year for the last 10 years was easy. That could **reduce 25% of OAA membership fee** in the last 10 Years.

I will share this Report with others, in case of you are not willing to answer & put a Plan of reimbursement back to Architects (*expect OAA Councillors*).

Thank you

Please write the name

Ontario Association of Architects
 Non-consolidated Statement of Financial Position

November 30	2024	2023
		(Restated Note 2)
Assets		
Current		
Cash	\$ 272,916	\$ 244,817
Short-term deposits (Note 3)	8,587,581	7,624,808
Accounts receivable (Note 4)	337,380	299,973
Receivable from Committee for the Examination for Architects in Canada (CEExAC) (Note 7)	325,212	271,280
Inventories	12,610	12,027
Prepaid expenses	125,306	397,935
	<u>9,661,005</u>	<u>8,850,510</u>
Capital assets (Note 5)	10,905,751	11,078,359
Invested in Pro-Demnity Insurance Company (Note 6(a))	<u>55,846,966</u>	<u>45,454,966</u>
	<u>\$ 76,413,722</u>	<u>\$ 65,383,835</u>
Liabilities and Members' Equity		
Current		
Accounts payable and accrued liabilities	\$ 280,148	\$ 640,466
Payable to Committee for the Examination for Architects in Canada (CEExAC) (Note 7)	653,569	746,616
Deferred revenue	768,548	713,709
Demand loan (Note 8)	3,908,901	4,102,730
	<u>5,611,166</u>	<u>6,203,521</u>
Members' equity		
Pro-Demnity Insurance Company	55,846,966	45,454,966
Major capital reserve	1,576,226	1,576,226
Operating reserve	2,158,751	1,358,127
Legal reserve	285,500	285,500
Capital asset	6,996,850	6,975,829
Unrestricted	<u>3,938,263</u>	<u>3,529,866</u>
	<u>70,802,556</u>	<u>59,180,314</u>
	<u>\$ 76,413,722</u>	<u>\$ 65,383,835</u>

200 intern per year for 750 = \$1.5 M

How many full -time or Part Time

What is this Loan for

Was informed at
 AGM Apr 10 2025

Welsin

Lara

Approved on behalf of the Board:

Please write the name

 Director

 Director

The accompanying notes and schedule are an integral part of these non-consolidated financial statements.

Rafid k
Mar 21 2025

Ontario Association of Architects Non-consolidated Statement of Operations

For the year ended November 30 2024 2023

	2024	2023
Revenue 5,000 Architects + 2,000 practices + 2,000 interns (\$1.0 M difference)		
Annual membership fees not correct only Architects fee are \$5.0 M	\$ 5,524,025	\$ 5,195,772
Other annual fees and related revenue	2,490,874	2,455,807
Conference and annual meeting Details, where is Sponsors	721,520	378,442
Investment income Details	556,948	509,165
Continuing education How many people	159,773	107,750
Net examination for Architects in Canada (ExAC) fees (Note 7)	134,456	(102,394)
Sales of publications and other Classified income	37,592	21,998
Classifieds income	16,624	20,325
Admission course fees →	10,681	10,255
Practice management course → How many people	8,073	9,015
Rental and other income from Pro-Deemnity Insurance Company (Note 6(b))	7,808	8,509
Building rental income	-	4,950
	9,668,374	8,619,594
Expenses (Schedule) OAA bookkeeping details		
Salaries and benefits Can you list the Programs? & Owners of these Programs HIGH	4,209,948	4,012,208
Direct program →	2,801,200	1,806,263
Building, office services and operating very high	1,505,163	1,374,549
Legal fees Explain details	225,590	300,650
too much, where is Energy saving Solar Panels	8,741,901	7,493,670
* ADD DETAILS FOR OAA COUNCILLORS COMPENSATION		
Excess of revenue over expenses before other items	926,473	1,125,924
Other items		
AATO court order costs recovery and (contingency) (Note 9)	303,769	(507,950)
Investment income from Pro-Deemnity Insurance Company (Note 6(a))	10,392,000	9,820,000
Excess of revenue over expenditures	\$ 11,622,242	\$ 10,437,974

COPYRIGHT RAFID K 02 10
2026

Ontario Association of Architects Notes to Non-consolidated Financial Statements

November 30, 2024

6. Pro-Demnity Insurance Company **How much Prodemnity gives OAA every Year**

Pro-Demnity Insurance Company ("Pro-Demnity") was incorporated under the laws of Ontario August 9, 2002. The Company is an insurer dedicated to the underwriting of architects' liability coverages. The Company is licensed in Ontario and the Company's registered head office is 150 Bloor Street East, Suite 1001, Toronto, Ontario.

(a) The Association owns 100% of the common shares and controls Pro-Demnity, a profit-oriented enterprise. The Association accounts for the investment using the equity method. Pro-Demnity maintains its books and records, and prepares its stand-alone financial statements, in accordance with IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards"). To determine the December 31 carrying value of the investment in Pro-Demnity and the related investment income for the year then ended, the Association adjusts the reported amounts of Pro-Demnity's financial position and results of operations for differences between IFRS Accounting Standards and ASNPO and, where applicable, other accounting policy differences, so that the policies confirm with those of the Association.

As ASNPO does not include guidance on the accounting for insurance contracts, the Association's accounting policies related to insurance contracts and financial instruments of an insurer (the accounting for which is closely intertwined) are based on the guidance in IFRS Accounting Standards. As such, no adjustments are made by the Association to the reported amounts of Pro-Demnity's financial position and results of operations related to accounting for insurance contracts or financial instruments for purposes of determining the carrying value of the investment in Pro-Demnity, the related investment income recognized by the Association or the Pro-Demnity balances disclosed below.

The Association's investment in Pro-Demnity has not been consolidated in these financial statements, but accounted for using the equity method. The Association's investment in Pro-Demnity is as follows:

	<u>2024</u>	<u>2023</u>
Investment in Pro-Demnity, beginning of year as previously stated	\$ 48,137,966	38,317,966
Restatement (Note 2)	(2,683,000)	(2,683,000)
Investment in Pro-Demnity, beginning of year as restated	<u>45,454,966</u>	35,634,966
Comprehensive income	<u>10,392,000</u>	9,820,000
Investment in Pro-Demnity, end of year	<u>\$ 55,846,966</u>	45,454,966

(f) Unrestricted

Unrestricted members' equity represents the net resources of the Association not internally restricted.

Donated services

The Association benefits from the voluntary services of many members. Since their services are not normally purchased by the Association and because of the difficulty of determining their fair value, donated services are not recognized in these statements.

explain how much

2. Restatement of Prior Year's Financial Results

During the year, the Association determined that other comprehensive loss which is a result of the application of a change in accounting policy at Pro-Demnity was not recorded in the year ended November 30, 2022,

The effects of the restatement on the previously reported November 30, 2023 non-consolidated financial statements are summarized as follows:

What is this Loss

	Previously Stated	Adjustment	Restated
Investment in Pro-Demnity Insurance Company	\$ 48,137,966	\$ (2,683,000)	\$ 45,454,966
Opening Members' equity	\$ 51,425,340	\$ (2,683,000)	\$ 48,742,340
Excess of revenue of expenditures for the year	10,437,974	-	10,437,974
Closing Members' equity	\$ 61,863,314	\$ (2,683,000)	\$ 59,180,314

Rafid K
Mar 21 25

5. Property and Equipment

	2024		2023	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	\$ 470,000	\$ -	\$ 470,000	\$ 470,000
Building	10,939,466	2,634,366	8,305,100	8,578,586
Building additions	2,671,229	1,759,555	911,674	1,012,545
Furniture and fixtures	492,275	267,150	225,125	256,584
Computer equipment	1,708,998	788,184	920,814	677,957
Website and database costs	375,828	302,790	73,038	82,687
	\$ 16,657,796	\$ 5,752,045	\$ 10,905,751	\$ 11,078,359

Details are missing

8. Demand Loan

Demand, non-revolving loan, bearing a five year fixed rate, interest at 2.18% per annum payable in monthly installments of \$16,152 plus interest, secured by a first priority fixed charge over the real property at 111 Moatfield Drive, and a general security agreement, due July 2026.

	2024	2023
	<u>\$ 3,908,901</u>	<u>\$ 4,102,730</u>

The loan is repayable on demand from the lender and therefore must be classified as a current liability. Assuming payment of the callable debt is not demanded, regular principal payments required on all long-term debt are as follows:

2025	\$ 193,830
2026 and thereafter	<u>3,715,071</u>
	<u>\$ 3,908,901</u>

Rafid k
Mar 21 25

During the year, interest paid on the loan was \$89,594 (2023 - \$93,920). As at November 30, 2024 the Association is in compliance with all of its covenants in relation to the debt.

9. AATO Court Order Costs and Contingency

OAA FINANCIAL STATEMENT / REPROT 2024
BDO

On May 10, 2023, the Ontario Superior Court of Justice issued an Order which ruled that the OAA had no lawful authority to issue Certificates of Practice or licenses based on OAA's "Policy of the Council with respect to the Licensed Technologist OAA", and that any such certificates of Practice or licenses issued under the OAA Technology Program were void. Additionally, the OAA was prohibited from issuing such Certificates of Practice or licenses in the future via Policy. The OAA was required to pay \$35,000 to the Association of Architectural Technologists Ontario (AATO), the organization which advanced the court action.

Following the court ruling, OAA estimated that additional costs could be incurred should individuals who previously held a license as a Licensed Technologist OAA chose to pursue a license through a Registration Hearing as set out in the Architects Act. As at November 30, 2023, a contingent liability in the amount of \$325,600 was recorded in accounts payable and accrued liabilities on the Association's non-consolidated statement of financial position. This estimate was based on the number of applicants who had applied for licence and/or Certificate of Practice and subsequently requested a Registration Committee hearing and the legal cost per hearing estimated by OAA's legal counsel. As of November 30, 2024, OAA has only incurred \$21,831 of additional costs. A corresponding expense recovery has been recorded in the non-consolidated statement of operations.

THE PROGRAM OF OAA-AATO WAS ESTABLISHED BY OAA 14 YEARS AGO
WITHOUT CONSULTATION WITH MEMEBES, OR OAA MEMBERS SURVEY

Rafid K Mar 20 25

Analyses for OAA regulation for the role of Councillor & the process for 2024 election

Good morning Christie:
How are you

Rafid K to OAA Registrar - Oct 16 2024

We received your email and reminder about next OAA Vote. Your conditions (or OAA conditions) for OAA election are up-normal. So, Architects like me can not serve, I will continue my efforts with the Government to advocate for Architects. That gives me more Freedom.

Most the information about the Election & Vote was explained by OAA in 2 objects: The Link of Seminar Aug 27, and Requirement (conditions) for OAA councillor- attached pdf (OAA Council Election | Candidate Information Package), Both need correction and it was better to be attached directly to your email.

For Council Elections **seminar 101: Learn About Becoming an OAA Councillor**, my comments are below :
https://www.youtube.com/watch?v=uFW_x0-Go7o

- Go to minutes 40 of the link above: It is clear that Councillors has no Freedom of Thought or to bring new ideas- just to follow OAA direction/Plan without change.
- All Vote/elections emails are received form you: Your role is important: You did not join the Panelist.
- **Lieutenant Governor** councillor didn't attend/ Panelist/Speaker as advertised: their role is important.
- OAA did not answer all my questions during the presentation.
- Q & A were blocked, No one can read other people comments, why OAA is afraid?
- You still have time to do another Seminar with correction and to answer all my questions.

.....
For the PDF, Council Elections 101: Learn About Becoming an OAA Councillor (this letter has no name of writer !!), it is good for the Media not to us, it has many errors, below are few:

1. Letter did not mention that elected Councillor must follow OAA 5 Years plan as-is without change.
2. **Important:** Why Councillors should sign Confidential Agreement: Why ? ? this is not full time Job. Is the reason: to hide their Salary, or to hide many Complains against OAA, or to hide results of Survey.
3. So: Self Regulated Organization does not apply to OAA. Regulated by (same) people who follow Arch Act as-is. Actually, it is better to say: **regulated by historical Arch Act**, not by Architects.
4. OAA does not allow Architects to reach OAA councillors & **Lieutenant Governor**, the recent email add: (council@oaa.on.ca) has No response: is it for you or to Kristi??
 - I had asked for contact info for councillor Lieutenant Governor: No action, I will contact their office.
5. Does obligation/Conditions page 2-3 in attached PDF applies to current Councillors, of course No.
6. Does All current Councillors have an address and live in their Electoral District? (to conform).
7. Regarding nominating the Architects/ Volunteers from OAA Committees, **this matter has a conflict when you have limited** Seats every year (2-3): OAA Committee Volunteers are directed and educated by current Councillors in the way that OAA wants, not what Architects wants: then the same Volunteers will be nominated by Councillors and Councillors will vote to them. And few of them will get full-time job OAA. In this case: Councillors & OAA employee should NOT participate in OAA vote. This is why I asked during the Seminar: *if there is a course by OAA: how to be OAA councillor ?/ so it is true there is internal preparation course. (this should not be happed in the last 10 Years).*
- It seems now OAA has a loyalty team from people who had signed Confidential Agreement who can make any Vote or any Survey; positive. (There is No Transparency in OAA Votes & Surveys).
8. Regarding the Variety of experience/skills of proposed Councillors (this needs a revision).
Typical error for many years: OAA has NO definition of Small Arch practices !!, this matter should be

regulated by OAA: depending on 2 items: number of Licensed Arch at the Firm (1 or 2), and the Value of the Projects (max of \$ 25.0 M to be evaluated every 2 Years): I am requesting that for many years continuously: this will be first step to regulate (Bids and Tenders).

And there is different type of Small Practices (OAA Statistics is not clear):

- Active Practicing: practicing Architecture (this is the right people to be Councillors)
- Not Active: keep the Practice name with doing Job not related to Arch.
- Not Active: keep the Practice name – working outside Canada or not practicing at All

There are around 3900 Architects in Ontario (including 1800 Practices / 50%), Small Practices are around 1500 (40% of Architects), their Voice is important/they deserve an private Association. By The Way: OAA had created, supported & paid for the program SPIF (Small Practices Info Forum) for 7 years without Target & without definition of: Small Practice.

9. OAA Policy did not improve the Profession of Architecture: and OAA had caused loss of business that affected 1000's of Architects and their families in the last 10 years. (Time will not come back). I know most of OAA councillors, they are my friends, I think many of them had joined OAA for a source of Income, not because the believe in OAA policy, and they will hang up for ever. *

- For example: one of the previous Councillors (at his introduction Letter before 3 years) is thanking another Councillors for nominating him (and Voted for him), another sample shows that a current OAA councillor has 5 Years Term (refer to OAA website). Councillors should NOT participate in vote.

If OAA election & Vote does not give the Opportunity to change OAA policy nor modify Arch Act., and if OAA does not respect Architects Voice and Comments, then why we Vote?

And, can you give me an alternative to improve OAA services and to change OAA By-laws?: There are 100s of Architects like me sending their comments. We need an Association to advocate for us.

Thank you for your efforts,

Rafid K / Architect

Oct 16 2024

If I am a Councillor, my schedule is:

1. Put 5 Years Plan on-hold. was requested on Oct 16 2024
2. All OAA efforts and funds to; change Arch Act to make OAA association (in 6 months).
3. Start process with MAG to change Arch Act to reduce the limit of BCIN to 150 m2 (6 months)
4. Establish Dept for Small Arch Practices (~1,500 Architects). Urgent
5. Prevent Interns from running BCIN practices.
6. Put OAA Landscape Project on-hold & any fund to; any program or Society on hold, that will help to:
7. Reduce high membership fees. (can you email me details about how many architects during last AGM had voted (Yes) to increase membership fees).
8. New (I will not sign any OAA Confidential Agreement). All info will be shared with Architects.

I guarantee that 75% of the Architects will vote to me except OAA Councillors.

Rafid K Oct 16 2024

Worst 3 Letters in the History of OAA

Established in 1889, the Ontario Association of Architects (OAA) is the self-regulating body for the province's architecture profession. It governs the practice of architecture and administers the Architects Act in order to serve and protect the public interest. & Good Architecture R.K.

Her Worship Olivia Chow
Mayor, City of Toronto
100 Queen St. W.
City Hall, Second floor, West
Toronto, ON M5H 2N2

Sent via email to: mayor_chow@toronto.ca

July 8, 2025

Madam,

On behalf of the governing Council of the Ontario Association of Architects (OAA), which regulates the architecture profession to protect the public interest, I am writing you this open letter to both express concern over recent statements and offer some important points of clarification.

Date & Source of News

The OAA has heard from numerous Architects, including those who practise in Toronto, who have shared their worry about your comments last week regarding steps the City is taking to reduce design costs and speed up building permit approvals. We are amid a housing affordability crisis that requires practical and immediate solutions, but the OAA too was quite confused and surprised by your remarks. They seem to suggest new changes to the law concerning when an

Design means: Architectural + Engineering
(Structure + Mech)

Architect is required for a project, and they unfairly place blame on our profession for delays and cost increases.

Attached letter (of the Mayor) did not mention: Architect

R.K.
July 25 25

why are you shy to use
(Architecture Design)
We are different from others
They can Not.

Neither of these items are true and only create confusion for the public.

Under the provincial *Architects Act*, an Architect has generally **never** been required for work involving laneway or garden suites. When undertaking such projects, a homeowner can retain a variety of design professionals to obtain a building permit, whether an OAA member like an Architect or Licensed Technologist or a member of the public who holds a BCIN. Is BCIN # (3 months of study) Design Professional !! and Structural Engineer. OBC designer is not designer, what a big mistake by OAA As the City prepares to implement the expanded "Certified Plans Program," the OAA strongly recommends checks and balances be put in place to ensure projects that do require an Architect do not get erroneously pulled into this program.

OAA aware that 75 % of buildings in Ontario with Area less than 600 m2 do not required Architects (for the last 17 years)
OAA never complained & advocated for Architects for 18 Years.

You are confusing the Public PUBLIC

While small projects such as garden and laneway suites have never been within the protected scope of Architects' work, members of the profession have always had the authority to design these kinds of projects if a client retains them to do so. As an Architect myself, I recognize I have a bias in terms of sharing the myriad reasons why someone would choose to hire one of my peers.

This is statement has conflict with RAIC letter July 09 25 attached
R.K.

That notwithstanding, I want to make it clear that architectural fees do not drive up the cost of housing. They are a fraction of the overall expenses to design and build a home, and this investment will pay for itself over time. Moreover, Architects can add

value to projects by identifying risks and innovative design solutions while still on paper rather than having to troubleshoot them in the construction phase of a project.

I am quite concerned the City's comments are not only placing blame on Architects for high costs but also diverting attention from the real problem of administrative efficacy at its Building Department. Whether there are Architects involved or not involved, whether the project comes from a catalogue or is bespoke, there is no bearing on how quickly Toronto can process permit applications.

Mayor's Letter (July 04 2025) included in OAA news, never mentioned : Architect CBC Video Clip mentions: Planners

A recent report commissioned by the OAA looked at a similar problem through the lens of site plan approvals for other types of projects across the province. It found many municipalities are taking too long to process site plan applications, costing the Ontario economy \$3.5 billion annually.

Returning to the specific issue of laneway houses and garden suites, a design catalogue may be an effective tool to address housing affordability in some cases, but it is not a universal fix. Such catalogues can serve as a starting point between the client and their designer (be they an Architect, Licensed Technologist or BCIN holder) to discuss fundamental requirements for the new home while also providing visual reference for typical room sizes and layouts to assist the design process to move more swiftly. My fellow OAA Councillor, Settimo Vilardi, has written about this topic as well.

Are you shy to write (Architecture), you put Architects (7-8 years to get the License) with same level of BCIN (4-5 months to get their certificate),

- * **NOT Association to advocate to Architects, so are you allowed to send this letter ?** As a regulator that works in the public interest, the OAA sees the current housing crisis as a critical challenge, alongside climate action. The architectural profession stands ready to work with others in offering new approaches. Our Association has also always enjoyed a strong and cooperative relationship with the City of Toronto, and I would be more than happy to discuss any of these items further or answer any questions you or your staff may have.

Sincerely,



Lara McKendrick, Senior Vice President and Treasurer **Contact Info !!!**
B.Arch., Architect OAA, AAA, MRAIC

Per: Ted Wilson, President
B.Arch., Architect OAA **~!!!! Contact info**

Rafid K / Architect
Aug 11 25

CC: OAA Council

136 Years Old

by few people

Established in 1889, the Ontario Association of Architects (OAA) is the self-regulating body for the province's architecture profession. It governs the practice of architecture and administers the Architects Act in order to serve and protect the public interest. **from Architects**

Ministry of Municipal Affairs and Housing
Planning and Policy Branch
777 Bay Street, 13th Floor
Toronto, Ontario
M7A 2J3

October 8, 2024

Re: ERO number 019-9210—Proposed amendment to O. Reg 299/19 Additional Residential Units (ARUs), made under the *Planning Act*

THIS IS 2ND WEAKEST LETTERS IN THE HISTORY OF OAA

RAFID K -- Mar 01 2025

To Whom It May Concern: THE WEAKEST LETTER # 1 WAS ON FEB 06 2023 TO MMAH BOTH BY SETTIMO

The Ontario Association of Architects (OAA) supports amending the Additional Residential Units (ARUs) regulation (O. Reg 299/19). This change would support the creation of more housing units and advance housing affordability across the province.

In its submission on Bill 23, *More Homes Built Faster Act, 2022*, the Association supported government's proposal to advance gentle intensification through as-of-right conversions of single-family homes to up to three dwelling units, including a garden or laneway suite.

At that time, the OAA cautioned this was a good step, but that the government should also consider the recommendations made by its Housing Affordability Task Force. In particular, the Association urged the development of a more permissive system for land use and approvals.

The OAA remains steadfast in its position that intensification can help advance affordability. The Association continues to urge government to adopt its Housing Affordability Task Force report recommendation of increasing the as-of-right residential housing up to four units and up to four storeys on a single residential lot.

FOLLOWING NEW REGULATIONS: CLIMATE CHANGE, ENERGY EFFICIENCY,.....THIS WHY AN ARCHITECT SHOULD BE INVOLVED

Since the passage of Bill 23, municipalities such as the City of Toronto have demonstrated their commitment to intensification. It allows up to five dwelling units as-of-right on single-family residential lots, including up to four units in the main house as well as a laneway or garden suite.

AT LEAST YOU SHOULD MENTION THE IMPORTANCE OF THE (ARCHITECT) FOR THOSE PROJECTS

RAFID K / Mar 01 2025

Government can look to Toronto for effective ways to introduce gentle density. City bylaws, developed via the Expanding Housing Options in Neighbourhoods initiative, create great opportunities for change. However, to make advances across Ontario, we need province-wide legislation that enables the further creation of ARUs. The OAA continues to urge government to seek opportunities to advance housing affordability by way of urban intensification.

DO YOU MEAN: ARCHITECTS

In its submission on Bill 185, *Cutting Red Tape to Build More Homes Act, 2024*, the OAA noted its support of *Planning Act* changes that would help create additional residential units by providing authority for creating regulations to eliminate practical barriers to the building of additional units. These changes would prevent authorities having jurisdiction from limiting opportunities for further intensification.

THIS LETTER HAS CONFLICT
WITH THE LETTER OF LARA TO
TORONTO MAYOR OLIVIA
JULY 08 25

The changes contemplated in this regulatory amendment are a step in the right direction, especially overriding floor space index (FSI) requirements, angular plane requirements, and minimum lot size requirements, as well as restricting building distance separation requirements associated with any building containing ARUs to a maximum of 4 metres. The OAA also urges government to consider going further on lot coverage by further removing obstacles to these units.

THE WRITER NEEDS OBC COURSE

Overall, the OAA is encouraged by this proposal and applauds government for continuing to implement the recommendations of the Housing Affordability Task Force. If passed, the proposed amendment to O. Reg 299/19 Additional Residential Units, made under the *Planning Act*, will enable the creation of more housing across Ontario by eliminating obstacles to intensification.

AT LEAST YOU SHOULD MENTION THE
IMPORTANCE OF THE (ARCHITECT) FOR
THOSE PROJECTS

The OAA enjoys a longstanding, collaborative relationship with government, and looks forward to continued collaboration in order to protect the public interest. Please do not hesitate to contact me directly for any further questions or requests.

RAFID K / Mar 01 2025

Sincerely,



Settimo Vilardi, Architect
M.Arch., OAA, FRAIC
~~President~~ SPOKESPERSON

Established in 1889, the Ontario Association of Architects (OAA) is the self-regulating body for the province's architecture profession. It governs the practice of architecture and administers the Architects Act in order to serve and protect the public interest.

Ministry of Municipal Affairs and Housing
Building Services Transformation Branch
College Park
12th Floor, 777 Bay Street
Toronto, Ontario M7A 2J3

February 6, 2023

Re: Future Enhancements to the Qualifications Program for Ontario's Building Practitioners

To Whom It May Concern:

The Ontario Association of Architects (OAA) welcomes the opportunity to respond to the Ministry of Municipal Affairs and Housing (the Ministry) consultation, "Future Enhancements to the Qualifications Program for Ontario's Building Practitioners." As the regulator entrusted with a clear mandate to serve and protect the public interest, the OAA shares a common interest with government to ensure that Building Code knowledge, and how it is assessed, keeps pace with the Code's increasingly complex and sophisticated regulations.

In July 2022, the OAA had the opportunity to meet with Michael Lio and Associates to discuss enhancements to the qualifications program for the province's building practitioners. At that meeting, the OAA shared its longstanding concern over the apparent lack of enforcement of the Building Code Identification Number (BCIN) system. As far as the Association is aware, there has been little focus on monitoring and enforcement measures in regard to BCIN holders for non-compliance. A system with such significant public safety implications ought to have more teeth.

Since its inception, the BCIN system has been characterized as an opportunity to level the playing field and hold accountable those permitted to work in an unregulated area of design. While the OAA applauds government's initiative to review the Qualifications Program with a view to enhancing it, the Association urges you to ensure there is appropriate oversight, monitoring, and focus on the enforcement of the BCIN system in Ontario.

On a related note, the OAA often receives concerns regarding the currency of the qualified designer registry and its maintenance. Again, a system with this importance should be grounded in principles of ongoing maintenance and evaluation.

MEANS:
TO ESTABLISH
AN ASSOCIATION
TO BCIN
R.K.

Along with enforcement measures that the Association believes are required for public safety, the OAA has the following additional comments:

1. “Qualified designers” should be required to have some design training, or the title should be changed to better reflect what these individuals are actually qualified to do. Based on calls received by the OAA’s Practice Advisory Services, there is confusion among the public about the roles and responsibilities of BCIN holders versus other design professionals, including architects. In short, there is nothing to back up the qualifications of BCIN holders in the area of design. At the very least, qualification requirements for BCIN holders should be maintained, but would benefit greatly from being strengthened. The proposal to reduce qualification requirements is concerning and appears to be contrary to the Ministry’s goal of using this program to ensure public safety and the competency of those using and applying the Code on a daily basis.

2. The OAA is not aware of any evidence to support claims about labour shortages with respect to qualified designers Regardless, reduced qualification requirements should not be used to justify a streamlined or simplified exam.

both

and Architects (This needs an Action to reduce # of Architects)

3. The exam for building practitioners should assess not only the ability to navigate through the Code, but also candidates’ understanding of the Code and ability to apply it.

big mistake: you can not compare BCIN with Bldg Professional

4. BCIN holders and all building professionals should have a mandate to participate in continuing education to increase their knowledge, proficiency, and skills in their application of the Building Code. This best protects and promotes the public interest.

5. The OAA urges government to reinstate Ministry Building Code Advisors to ensure there is consistent interpretation of the Code across jurisdictions in Ontario.

MEANS:
TO ESTABLISH
AN ASSOCIATION
TO BCIN
R.K.

6. The OAA does not have a position on the format or administration of the Ministry’s examination. However, the Association cautions against changes that would appear to render the exam less credible or lack rigour when the ultimate objective is protecting public safety.

The OAA enjoys a longstanding, collaborative relationship with government, and looks forward to continued work with the Ministry to protect and promote the public interest. If you have any questions or wish to discuss anything further, please do not hesitate to contact me.

Sincerely,



Settimo Vilardi, Architect
M.Arch., OAA, MRAIC, LEED AP BD+C
President

Good morning Lara,

Thank you for the letter July 08 2025 to the Mayor of Toronto. Did the Mayor respond?

I had read both your Letter and Toronto Mayor's Report July 04 (CBC News/Video clip) many many times, and I found that Your letter is Not Legal & needs verifications & revision & re-send per my comments below:

1. You did not put your contact Info & email address, (According the Arch Act: Architect should always put his /her information). But this is much better than the Financial Statement 2024, which I was told during AGM 2025 that You had signed without writing your name. (Reg 27, # 24 - Professional Misconduct).
2. I assume that All Councillors, OAA president (Spokesperson), LGIC & OAA Executive had approved this letter. They share the responsibility with you 100%. (This is first time I see a letter released from a Vic-President)
3. Your Letter did not mention the source & date of Mayor's Comments, is it July 04 CBC video clip??, or CBC website news on July 04 2025 ? in the Video Clip: the Mayor said to reduce Cost of (Planner) NOT the (Architect) (refer to # 40 second in this clip).
4. You had mentioned that BCIN are (**Design Professionals**), this is WRONG statement from OAA: they are not Designers & most are without Architectural background, (**OBC Designers**). OAA had raised this matter to MMAH on **Feb 06 '23**, ((mistake) it should be sent to MAG) – There is **conflict** between the 2 Letters. Your Letter is confusing the Public, you put the Architect at same level with BCIN, **you reduced our Value**.
Note: At the letter Feb 06; OAA supports BCIN & OAA encouraged MMAH to establish association to BCIN.
5. On OAA news releasing your Letter, OAA also linked your letter to of City of Toronto News (Mayor Report) /July 04 2024 (attached) Mayor did not mention at the Letter July 04 the word (Architect).
6. Following on same letter of the City of Toronto-July 04 above: You did not mention about recent News in Toronto to allow Struct. Eng approves and seal dwgs to *Garden Suite*, to be stamped by the City directly. You could request: (*Arch + Struct Eng*). Your Letter needs Revision (*this step needs Correction*).
7. Your letter has conflict with OAA letter **Oct 08 2024** sent by previous OAA Spokesperson *attached*: OAA encourages and supports the City of Toronto to increase the 2nd Residential Unit on same property to 3-4-5 Plexes and reduce setback WITHOUT mentioning the (*Value of Architect*) – OAA thinks like Toronto Mayor.
8. Although your letter was not to discuss the matter of *Garden Suite* Catalogue, but; if the House itself was generated from a Catalogue, without Architect (Developers build 50 houses with same Design/dwg even for corner Unit), why *Garden Suites* should NOT have a Catalogue, and why they need Architect. (to RAIC)
9. I know that the priority # 1 of OAA to have good relation with MAG (Not with members), but for me as a Business owner I rather have good relation with the hard-working Mayor of the City of Toronto than MAG. The City has good Plan for (Fast Truck) which reduce the time of Building Permit esp. when it is signed by Architect and Bldg Permit services are so fast. (OAA is so not aware of Fast Truck, not included in OAA services).
10. In general, in spite of many letters sent to the government from OAA-RAIC in last 10 years, they are useless because there is NO progress in Architectural Services in Ontario for the last 10 years and Architects are facing Hardship. And OAA never follow up and update the Architects with these attached Letters. It seems MMAH had ignored OAA letters, or the answer was negative. So OAA letters are for *Media News* only.
11. Both OAA and RAIC are focusing on small unnecessary items and forgot the base: BCIN # was created for small Buildings 600 m2 (which they are v large) by the Government in 2006 for the benefits of Public to eliminate Architects & Consultants fees. The Mayor at her speech supports MAG & MMAH & current Architects Act (current Act never mentioned the (*Value of Architect*) for bldgs. less than 600 m2/ 3 Storey. You rather blame MAG & MMAH than blaming the Mayor. There is No action or changes from the City of Toronto after 1 month to your letter: I think the Mayor ignored your letter which is better than taking Legal Action.

Conclusion:

- The Target of Your letter is not clear: Is it exclusively a claim against the Mayor's for announcing to Public that Planners (or Architects !!) are unnecessary & costly for small Projects??, or you are advocating for Ontarian Architects to change Architects Act ??
- Is your Letter a message to the Mayor to let her (in spite of OAA) investigate and complain to MAG against the error of Architect Act (BCIN # practices)?? (the Mayor is following wrong Arch Act 26 like OAA)
- What prevent you from asking the Mayor in a nice way to include (Architectural Seal) to independent Building Permit for *Garden Suite*, equal to Struct Eng. (Note: OBC part (9) has enough info. to solves structural design).

Note, I had sent you 10 emails in the last 12 months with NO answer, at least you can call me.

I suggest next time you should put a Draft Letter on OAA website and first ask Architects to review with comments.

I prefer you call me rather I receive standard response without your review.

Rafid K - Architect 416 494 9764 rafid-arch@hotmail.com

Thank you All” Kristi, Christie, Elaine and Tina:

WoOow it is almost 4 months, I already forgot. (Express Motion)

The Election of PM of Canada and full process took 35 days only – how many Arch practices declared bankruptcy before your answer.

I do not think this is an important matter require your time to send email before the conference, usually Tina sends me emails on behalf of ; OAA Registrar & OAA President (Spokesperson).

Please respond to this email before OAA conference and be sure that all 15 councillors + LGIC and OAA Registrar included in your answer. (Can Architects talk to ALL of them directly at the Conference??)

I disagree with OAA decision, can I dispute? because there are min 2,000 Architects are facing Financial Hardship (including OAA councillors) with annual income less than \$50,000, and more than 1,000 do not know about this relief, I will distribute this email to them. Then You need to open new Dept with New Councillor (Financial Hardship).

You can easily cancel many useless Programs, similar to SPIF, OAA Landscape..... and cover the hardship of at least 100 people & their Families

OAA Governance Committee

Can I deal with Governance Committee directly?

1. Are All of them Architects, and paying membership fee, and they feel the pain we have.
2. Did they voted (YES) at AGM, to support the Motion to raise membership fee (3 years in row). (we can not verity – all Vote was secret and not fair – (OAA is called Self Governance to protect the Public). How OAA choose Governance Committee? internal election or depend on Experience / Resume.
3. Can I review their resumes.
4. You should NOT count the 3 Years Covid -19 as Financial Hardship, or follow this motion and make it 4 (times) years every 10 years.
5. Why OAA charged the members full membership fees during 3 years Covid 19, with reduced OAA Services, reduced building Overhead cost and everyone was working from home. Is this wise. OAA to pay back to Architects.

OAA Executive Director (Kristi):

* Min of Meeting OAA AGM 2025 (thank you for your efforts, attached min. of meeting was sent to OFC):

1. Please conform your answer in writing that: RAIC is the Association of Architect (NOT OAA) *
2. Please conform your answer in writing that: Ted Welson andhad signed OAA Financial Statement And from BDO 1) ... 2).. had signed from BDO (why everyone is afraid to put names & title, they expect this mater will go to the Court one day)..
3. Please conform your answer in writing that, for OAA 5 Years Strategic Plan: the only Item related Modernization the Arch Act is AATO : (OAA has different definition from Oxford Dictionary for ; Modernization, Association and Self Governance). Which make it worst
 - Actually Arch Act needs Modernization: Self Governance does not work any more: Architects need * Justic.
4. My last question at AGM to Elaine (LGIC) was that I asked OAA to arrange AGM without Media and VIP visitors..... NO Answer, I will arrange that this summer, I found a Sponsor.
5. I had a screen shot for all of my questions; OAA answered half of them with wrong answers.

Executive Assistance (Tina):

You were involved in most of my emails and letters with OAA since my first email about SPIF Dec 10 2018, and you had helped me to arrange the meeting with OAA Sep 11 2019. So please gather all my valuable Letters & Reports with OAA (more than 60) to put in one directory, add them to my resume, and keep these documents handy in case MAG request info. I had requested a meeting with MAG and included 19 attachments (this email will be send to be # 20). (I should publish a book to the Ministry of Immigration). Thank you

.....
OAA Registrar (Christie): *(You did not answer my emails for 2 Years).*

Many of OAA actions are against Arch Act (Non Professional services by the Architect), in addition of the wrong decision above, OAA Councillors/Architects had many wrong decisions as a Leaders or Coordinators

1. I want to appeal about the decision above **and to file claims for Items below:**
2. OAA Councillors Election is wrong and not fair. See attached files
3. OAA Financial Statement is not professional, (this opens many subjects).
4. OAA design excellent Award 2020 was wrong
5. Process of AGM is not fair to satisfy the Media only, controlled by one person, questions are not shared, No opportunity to attendees to respond to wrong answers.
6. SPIF Program was failure.
7. OAA allows Interns to establish BCIN firms during Internship.
8. Even your Dept (enforcement) is not doing well, you had ignored many (many) claims about Engineers and BCIN practices offering Arch Services (easy to approve), (but your relation with PEO and BCIN-MMAH is more important than the Architects).

.....
I enjoy the good relation & emails with your wrong answers between OAA and myself in the last 7 years. It helped to know more about OAA & discover & correct many errors to work with others to re-shape OAA. Thank you for your time to answer during your busy schedule pre- Conference. In spite of the dispute and huge gap between OAA leaders and OAA members, we should show to; the Media, MAG, Government of Ontario & Hon. Governor General of Ontario that OAA is great.

Rafid K (Rafid to Kristi 05 05 '25 Express Motion Jan 13 2025 (Financial hardship 4 times in 10 years)).
.....

Logic: when you send email, you should include the History/chain of emails of my Motion to let everyone has a good review & judgment about OAA decision. I had included the chain of emails starting Jan 13 25 (this is the professional way to answer). Your team needs ConEd (Education).
.....

From: Kristi Doyle <KristiD@oaa.on.ca>
Sent: May 5, 2025 4:44 PM
To: Rafid KUSTOU <rafid-arch@hotmail.com>
Cc: President <President@oaa.on.ca>; Tina Carfa <TinaC@oaa.on.ca>
Subject: OAA Financial Hardship Policy

Hello Rafid,

I am emailing to confirm that the Governance Committee considered your request for a change to the OAA Policy re. Financial Hardship, specifically for there to be an increase in the number of times that an individual member may avail themselves of the Policy in a ten-year period.

After review of the materials and a considered discussion, the Committee agreed that the timeframe and limits around the Policy continues to be appropriate and a change to the policy was not warranted.

Regards,

Kristi

Kristi Doyle, Executive Director
111 Moatfield Drive
Toronto, ON M3B 3L6
416-449-6898, ext 212
kristid@oaa.on.ca

Claim: Unprofessional Services by OAA Councillors & Leaders (following Arch Act & Reg 27 item # 42 Arch Misconduct). based on; wrong OAA Policy, non accurate 5 Years Strategic Plan and many errors in the last 6 years. Refer to attached supported Documents. And requesting Compensation from OAA to all affected Architects Rafid Kustou 11 17 2025

President of RAIC :
How are you,

I am following on my previous email below. If RAIC does NOT accept claims against for errors that OAA did which affect the Arch Services & the Public in Ontario, then what RAIC does (*The RAIC's mission is to promote excellence in the built environment and to advocate for responsible architecture*).

The Contravention of OAA Councillors & Leaders is clear, and it is important that OAA pays money to Architects for repeating same errors continuously, last 6 years was the worst years in the History of OAA, because: 5 Years Plan do not follow OAA members Survey 2019 (which cost a lot), sending many incorrect Letters to the Government which does not present our view (*attached Sample letter to Toronto Mayor*), false Motions during AGMs, dishonest Financial Statements , AATO court, .. I can list another 10 items.

In this email, I like to add the more deficiencies including OAA election, to support my claim:

First item (important) affecting the Public and Architects:

Architects including myself had raised many (many) cases to OAA Enforcement Dept/ Registrar office that; many Engineers & BCIN practices are offering Arch services. I raised many cases, No action from OAA (No transparency), even No explanation. I saved record of my emails. (Fyi AIBC Association/ is the best, they release multi Reports every year – full transparency).

Example” see attached file: An Engineer is stamping Arch Layout for a Unit in Building more than 600 m2 against OBC and he got the Permit. (Refer to OBC 1.2.2.1 was sent to you many times). (OAA ignores the feeling of members but not the feeling of MAG & MMAH).

Do you know how much this matter affects Architectural Service and quality of Arch. in Ontario (for last 20 years) ?? Can RAIC takes the lead in stead of OAA. You can charge OAA for these services.

By The Way: OAA allows Intern Architects to take BCIN exams and practising Architecture, with simple condition: *Interns can not add these hours to required experience*. This is not allowed according the Act (Reg 27 Item # 42 applies to Intern practising). does RAIC syllabus process accept that ?

Second Major Item need urgent action:

I did not participate in Councillors Vote for more than 7 years. Last week I checked OAA Website and read about Nominees statements, Try to do so, you will see 3 scenarios:

- .a) A Nominee (almost an Architect) has No statement, and OAA allows that!!.. it seems he is fully aware that this is Political Election, depend on # of Votes, No Experience. (I wish he wins). Why the Registrar kept his name, it is not following the regulations. (see attached letter).
- .b) New Nominees, wrote dreams to advocate for Architects, similar to the Items I raised before 10 years, they think OAA is an Association and they wrote their statement with confident.. They raised Items, that Architects had already raised 15 Years ago during SPIF program...; the Conclusion is the current OAA will never do that. Their statements are against Architect's Act, and OAA is aware of that, but OAA want to keep these wrong statements to attract Voters... (OAA Registrar should be clear to Nominees that their Duties are 100% to follow current OAA 5 years Plan). Regulations of Vote are not accurate (Political Vote).
- .c) Third type of Nominees, are architects who had served the OAA before, their statements are strange, different Language, Not usually what Architects talk. Focusing on Teaching and Regulation (they had changed OAA to a College & Lab) and usually this type win Election – Although the last 6 years were the worst in the History, same Councillors applies and want to stay another 3 years, to make it worst 9 years

(see attached Letter).. OAA Pays for Councillors education, Pays them again to teach us, then in many cases Pays for their programs after leaving the OAA (win- win case / pleasure).

- (Because OAA is in transition of Change; Type 3 should NOT join OAA again, they are part of current Political Party, they do not believe; to do any changes affect them or to change BCIN).

For 20 Years, the Major Item for Ontarian Architects is to change Arch Act / BCIN... Imagine No Nominee has raised this Matter, so the Nominees are well organized by the OAA

All Current & Previous councillors will make (any Survey or Election or Vote) positive. So they should Not Participate in any Vote. RAIC should supervise: Members Survey + OAA Election. Election should depend on Professional Experience Not Politics.

The Result of My Members Survey for 100s of Architects is more accurate than recent OAA survey: 50 % of Ontarian Licensed Architects (including OAA councillors) are not practicing Architectural Services, Noone believes that OAA is an Association, OAA is Not protecting the Public by collaborating with MAG to keep BCIN, high membership & Insurance Fee, most of Arch think the negotiation with OAA is useless, most of Arch do not Participate in: Election Vote, AGM, members Survey because nothing will be changed.

OAA had lost members TRUST

If Architects do not support OAA and No-one wants to a councillor, instead of correcting the system before 15 years, OAA leaders innovate rear actions to extend the Political party with unprofessional Vote.

If Architects like myself who want to change Arch Act, are not allowed to Join the Political Party then the Election is useless. To change 15 Councillors in one year from total of 15 is the best

All my comments are Normal & Logic, OAA errors are clear (for 15 years). The profession of Architect becomes weaker & weaker year after year, Architects become poor because of wrong OAA Policy.

An option to the Penalty that councillors will pay us equally: could be to remove Membership fee for 3 years to All Architects excluding OAA councillors and members of OAA Political Party.

OAA needs full time supervision to all Dept, by a Team of Professional Architects to: Election, member's survey, AGM Q&A, Financial statement, Enforcement, Governance... .. RAIC should create a team from Skilful Architects (there are 1000s want to help) to re-shape OAA, I can help. But it is better & more Practical & more Economical to establish New Association & keep current councillors as a Regulators.

You did not answer my email, I do not think you support OAA, (My documents are clear & honest) but maybe RAIC is funded by the OAA.

In Construction, in any Building if you ignore Minor Reno every 2-3 years, then Major Renovation will be difficult and costly. Demolishing will be a good choice.

OAA had ignored Architects comments for 15 years; we need Revolution in 2 months not 2 years or 20

Thank you,

This email will be share with MAG.

Nov 17 2025

Brief: My efforts to improve OAA is more than 20 years old, I suggest to open OAA Bldg to public during Doorsopen Toronto Fest, and it become a successful Event. I contribute a lot to improve Internship Program.

I had attended most of SPIF meeting (7 years program from OAA) to solve many difficulties of the Profession of Architecture, it ends with No conclusion, except a Valid Report from Ryerson Unv. putting the Blame on BCIN scheme and to the OAA .

After that: there was Turning Point in my relation with OAA, when I requested from OAA in 2018 that Education the Public about the value of Architects and Architectural services is OAA duty, after rejecting that now this Item become # 1 in OAA programme

I also requested to start arguing the Government about BCIN: OAA answered (that will not happen), If OAA had start 1st Step in 2011 instead of useless SPIF, our lives would be better now.

My communications extended to; Ministry MAG, Office of Fairness and the Office of the Governor General.

I had a successful meeting with OAA Leaders Sept 11 2019 , attached is the Report of meeting.

Rafid . K

Good morning Mr Jonathan:

"jbisson@raic.org" <jbisson@raic.org>

How are you

I had sent the mail below to Mr Mike, with No answer.

Briefly: Architectural Services in Ontario are declining in the last 15 Years with NO action from OAA-RAIC and MAG. Many Architects are suffering from Financial Hardship and occupied alternative jobs not related to Architecture.

7 Years of Negotiation with OAA had a dead-end. OAA wants to stay a Regulator. The Time & Money they spent in the last 15 years to act as an Association was a failure. We need to establish new Association.

Section 42

My Request is a claim against OAA councillors following Arch Act Regulation 27 (Professional Misconduct) Item 39 (& similar to Item 19-20); OAA leaders do Not represent us. They took wrong decisions and sent inaccurate letters.

You need to establish Rules to regulate the scope of OAA Councillors and Leaders following the Architects Act

(include penalty payment). I had requested that from OAA Registrar (3 Times) but she did not accept this complain

Exception: There are 2-3 Councillors/Visitors (2 of 15) who comes & leaves OAA quickly in 2 years, are not included.

Refer to attachment 1: OAA president had signed Financial Statement 2024 with many errors; he is afraid to put his Name and Title. (OAA does not put Time & Money in the right direction)

Councillor Lara had signed the Financial Statement in stead of OAA Executive Director (same: without name and title). It is easy to save \$1.0 M per year in last 10 years (OAA expenses are not clear – Non-Professional Statement).

Refer to attachment 3 (3 Worst Letter): Councillor Lara had put BCIN # practices and OAA Architects at same level. Instead of blaming the MAG (Ministry of Attorney General) for creating BCIN # Practices 17 years ago, she put the blame of hardworking Toronto Mayor (this apply to letter of RAIC).

Many Errors: SPIF 7 years program, Jury to OAA Design Excellent award 2020, AATO–OAA court, OAA Bldg Reno..

This happens because OAA Election is Political Election (depends on # of voices) not on Experience. Refer to attached Report 2 (usually Architects do not Vote- No trust in OAA), then the New Councillors put a Policy that helped them to stay long time (EX: councillor can renew 3 Times, and stay 9 Years (3x3) Political Party is leading.

• To settle this matter: I am requesting to create a Program to make OAA pay back to Architects who had Low-income in the last 10 Years (I suggest \$2,500 x 2,000 Architects total of \$5.0M).

This move will let Architects think well before they accept nomination to service as a Councillor, they should not accept & take the responsibility representing 5,000 Architects without long practical Experience.

Request: RAIC should supervise both OAA members survey ends on Sept 30 25 & next OAA Councillor Election. Please prevent OAA Leaders, Councillors and former councillors to participate in the Survey & Vote. They will make any Vote & Survey (Positive to OAA) to stay in power. (OAA is their only source of Income). Political Party is leading.. Do not allow Former Councillors to work at RAIC: I know being a Councillor is a Pleasure (Not Privilege), so help different poor Architects to enjoy. (OAA election 2024 ended with same Councillors taking the 4 available seats).

So, OAA had breached the Privilege of Self Governance. They had affected the future of many architects & practices.

We need to establish new Association and make the Position for OAA President a full-time job, selection depends on Resume & Experience (practicing Arch Services) & Reference, at least he/she will be countable for the errors in any Report released by OAA.

When you ask OAA any question, the Answer is: We are following Architects Act, that has 2 meanings:

.1) The Arch Act is wrong, and we can not correct. So ,2) OAA put the claims automatically on the Ministry MAG.

- If RAIC is supporting OAA, and does not want to proceed an official claim against OAA Councillors, then explain to me if I shall raise this matter to MAG or.... (this letter is a record)

Finally:

1. What is the Conclusion of the Report of Mr Gregory MacNeil after 5 years? No changes in Arch services in Ontario
2. What happens with National Arch Policy- Canada? Nothing for 20 Years.
3. Can RAIC make the change in AIBC a standard for OAA?

Thank you for your efforts. Hope to meet with you when you come to Toronto.

Rafid K - Architect OAA 1 416 494 9764 rafid-arch@hotmail.com.

Sept 26 2025

Non Professional Election

OAA Council Elections 2024: Announcing the Winners

OAA NEWS

Author: OAA

[oaa council elections](#) | [council elections](#) | [election results](#)
[oaa council election results](#)

The OAA thanks all those who ran in this year's elections for the Association's governing Council, as well as those members who voted. Congratulations to the returning and new Councillors elected for a three-year term, from January 1, 2025 to December 31, 2027. (See table below.)

Council welcomes new members **Donald Ardiel** and **Deo Paquette**, and acknowledges returning Councillors **Jenny Lafrance**, **William (Ted) Wilson**, and **Susan Speigel**. OAA Council also extends its appreciation to departing Councillors **Christina Karney** and **Greg Redden** for their service to the Association and its regulatory role to protect the public interest.

Appointment of the 2025 Council executive, including a new OAA President, will take place at the **January 23, 2025** meeting.

To learn more about the OAA Council elections process, visit the [OAA Website](#).

Electoral District	Seats Available	New Councillor	Acclaimed or Elected
Eastern Ontario	1 seat	Jenny Lafrance	<i>same</i> Acclaimed
Northern Ontario	1 seat	William (Ted) Wilson	<i>same</i> Acclaimed
Western Ontario	1 seat	Donald Ardiel	<i>same</i> Elected
City of Toronto	1 seat	Susan Speigel	<i>same</i> Elected
Province of Ontario	1 seat	Deo Paquette	<i>same</i> Elected

Share



BLOAAG
 Check out the OAA BLOAAG, an inclusive space for member engagement and OAA features.
[MORE](#)

CONTRACTS
OAA Contract Suite
 Did you know the OAA offers free contracts for its members and the general public? These downloadable standardized contracts make it easier for all to enter into fair, balanced business relationships.
[MORE](#)

EVENTS
Events Calendar
 Check out our events calendar for a wide array of online and in-person events. Also submit an event using our new online form.
[MORE](#)

2025/NOV/26

OAA Council Election Results Announced

OAA NEWS

[council elections](#) | [elections](#) | [oaa council elections](#)

The OAA thanks all those who ran in this year's elections for the Association's governing Council, as well as those members who voted. Congratulations to the returning and new Councillors elected for a three-year term, from January 1, 2026 to December 31, 2028. (See table below.)

Electoral District	Seats Available	Name of Councillor	Acclaimed or Elected
City of Toronto	1 seat	Andrew Chau	<i>previous Intern Worked at OAA</i> Elected
Western Ontario	1 seat	Settimo Tom Vilardi	<i>same 6+</i> Elected
Province of Ontario	1 seat	Natasha Krickhan	<i>same 2 +</i> Elected
Province of Ontario - Licensed Technologist <i>3%</i>	1 seat	Nicola Russo	<i>AATO why</i>
Central Ontario	2 seats	Loloa Alkasawat Thomas K.K. Yeung	<i>same 3+ many many years</i> Acclaimed

OAA Council acknowledges returning members **Loloa Alkasawat**, **Natasha Krickhan**, **Settimo Vilardi** and **Thomas K.K. Yeung**, and welcomes new Councillors **Andrew Chau** and **Nicola Russo**.

On behalf of the architecture profession of Ontario, the OAA Council would like to extend its appreciation to **Marek Zawadski** whose term ended this year for his service to the Association.

Appointment of the 2026 Council executive, including the OAA President, will take place at the **January 22** Council meeting. To learn more about the OAA Council elections process, visit the [OAA Website](#).

Rafid K

**Ontario Association of Architects
Statement of Operations**

COVID 19

Year ended November 30

2020

2019

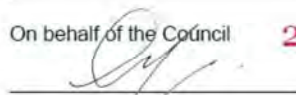
Revenue		
Annual membership fees	\$ 4,600,094	\$ 4,333,555
Other annual fees and related revenue	2,035,123	1,942,522
Rental and other income from Pro-Demnity Insurance Company (Note 6(b))	7,896	11,833
Investment income	65,651	100,828
Examination for Architects in Canada (ExAC) fees (Note 7)	-	79,350
Conference and annual meeting	-	629,546
Admission course fees	7,570	27,379
Continuing education	40,292	4,938
Practice management course	34,802	37,044
Sale of publications and other	6,954	18,326
Classifieds income	13,283	23,413
	<u>6,811,665</u>	<u>7,208,734</u>
Expenses (Schedule) OAA expenses / Bookkeeping is required		
Salaries and related benefits	2,876,704	2,682,839
Direct program	1,071,420	2,173,044
Building, office services and operating	1,472,526	1,211,540
Legal fees	218,359	218,101
	<u>5,639,009</u>	<u>6,285,524</u>
Excess of revenue over expenses before other items	1,172,656	923,210
Leasing and moving costs	-	(140,390)
Net income (loss) from investment in Pro-Demnity Insurance Company (Note 6(a))	2,429,381	2,027,137
Excess of revenue over expenses	<u>\$ 3,602,037</u>	<u>\$ 2,809,957</u>

Members' equity

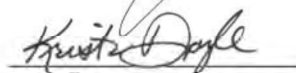
Invested in:		
Pro-Demnity Insurance Company (internally restricted)	31,081,920	28,652,539
Major capital reserve (internally restricted)	519,735	261,235
Operating reserve (internally restricted)	848,127	764,627
Legal reserve (internally restricted)	62,500	52,500
Property and equipment	7,067,084	6,810,936
Unrestricted	2,916,310	2,351,802
	<u>42,495,676</u>	<u>38,893,639</u>
	<u>\$ 48,884,448</u>	<u>\$ 45,458,533</u>

On behalf of the Council

2020



Agata Mancini, Senior Vice President and Treasurer



Kristi Doyle, Executive Director

See accompanying notes and schedule to the financial statements.

5

COPYRIGHT - RAFID KUSTOU 02 08 2026

**Ontario Association of Architects
Statement of Cash Flows**

Year ended November 30

2020

2019

Non Professional Financial Statement

**Ontario Association of Architects
Statement of Operations**

Year ended November 30

COVID 19
2022

2021

Revenue		
Annual membership fees	\$ 5,160,445	\$ 4,725,288
Other annual fees and related revenue	2,106,668	2,223,009
Rental and other income from Pro-Demnity Insurance Company (Note 6(b))	-	2,783
Investment income	176,070	39,373
Examination for Architects in Canada (ExAC) fees (Note 7)	333,811	69,522
Conference and annual meeting	628,109	111,420
Admission course fees	9,600	10,813
Continuing education	53,848	46,820
Practice management course	-	2,077
Sale of publications and other	21,075	21,189
Classifieds income	15,483	18,325
	<u>8,505,109</u>	<u>7,270,619</u>
Expenses (Schedule)		
Salaries and related benefits	3,391,864	3,246,622
Direct program	2,564,850	1,239,471
Building, office services and operating	1,414,636	1,642,346
Legal fees	250,660	331,661
	<u>7,622,010</u>	<u>6,460,100</u>
Excess of revenue over expenses before other items	883,099	810,519
Net income from investment in Pro-Demnity Insurance Company (Note 6(a))	584,727	1,726,046
Excess of revenue over expenses	<u>\$ 1,467,826</u>	<u>\$ 2,536,565</u>

OAA expenses / Bookkeeping is required

Members' equity

Invested in:

Pro-Demnity Insurance Company (internally restricted)	33,392,693	32,807,966
Major capital reserve (internally restricted)	1,250,226	749,735
Operating reserve (internally restricted)	1,148,127	1,048,127
Legal reserve (internally restricted)	202,500	162,500
Property and equipment	6,800,432	6,996,062
Unrestricted	<u>3,706,089</u>	<u>3,267,851</u>
	<u>46,500,067</u>	<u>45,032,241</u>
	<u>\$ 52,599,882</u>	<u>\$ 51,726,521</u>

On behalf of the Council

2022

?

Settimo Vilardi, Senior Vice President and Treasurer

?

Kristi Doyle, Executive Director

COPYRIGHT - RAFID KUSTOU 02 08 2026

See accompanying notes and schedule to the financial statements.

5

**Ontario Association of Architects
Statement of Cash Flows**

Year ended November 30

2022

2021

Increase (decrease) in cash and cash equivalents

FINAL REPORT SPIF 2017

In January 2016, Council approved a proposal to proceed with Phase I of the Consortium Business Model project - Consortium Architecture: Consortium Business Model Resources for Architectural Practices in Ontario including the requested funding of \$7,500.

That research was conducted throughout the later part of 2016 by a graduate student from Ryerson's School of Business and has culminated in the attached Final Report and Recommendations.

Both myself and Doyle have read the report which was received over the summer. I will suggest that the research has confirmed a number of the issues and challenges for small practices that we have heard anecdotally, or otherwise, over time.

WHAT IS THE DEFINITION OF SMALL PRACTICE

I would like to suggest that Council consider the following actions:

1. That Council receive the Final Report on behalf of the OAA
2. That Council request that the Executive Director, Registrar and Practice Advisors review the report and recommendations and provide feedback to Council relative to implementation and viability of the recommendations specifically.

111 Moatfield Drive, Toronto, Ontario Canada M3B 3L6 Telephone 416.449.6898 Fax 416-449-5756 www.oaa.on.ca

3

CONSORTIUM BUSINESS MODEL / RYESON UNV / JULY 04 2017
Mr JOHN STEPHENSON OAA SEPT 01 2017

Rafid K

SMALL PRACTICES INFO. FORUM

3. That the Report be sent to the members of SPIF and that the President attend an upcoming meeting of SPIF with a view to obtaining their feedback on the Report and recommendations.
4. That the above noted feedback be presented to Council for review and further consideration of further direction on this file. (This may include further comment and review by other Committees, the membership, etc., and/or approval to implement specific recommendations)

← Waiting for 8 years

I would also suggest that the membership be provided an update on this matter and the above actions be reported. Note that the Report will be available to the membership once the Open package is posted on the OAA Website.

Action:

Rafid K Feb 08 2026

Position: **Senior Practice Advisor**To: **OAA Hiring Manager:**

R.K

How are you

- I am applying for the Position Senior Architect / Practice Advisor at the OAA.
 - I can help part-time 20 hours per week – 50 % of advertised salary.
1. I like to keep my Arch small Practice and that will help to always improve my experience to this position.
 2. I had used the services of this Dept many times for 15 years with good level of services from Mr Brian Aitken then Mr Allen Humphreys, but:
 3. Not to reduce the level of services: Recently, my Tel. calls ended with: *You can decide after your Legal Consultant or Lawyer's advice.* It makes me feel that the Pr. Advisor acts like an Operator / a directory to refer to List of Documents. {This comment applies to Pro-demnity also (recent Position of Architect)}

The position is missing general conditions:

1. I am not signing any (Confidential Agreement); this position is not related to current OAA Policy & Council.
 2. This is not an OAA internal position; does not apply to current Councillors. They already had serviced OAA with Pleasure & good benefits & without improving Arch Services. (By-Law allows to extend to 9 years !!!)
 3. OAA needs new faces and new Practice Advisor who is practising Arch 100% . (*Resume should be available for OAA members any time for review.*)
- Note: Same conditions apply to Pro-deminty Position: Senior Architect. I had applied before 4 months Part-time

Refer to documents below & attached files, Thank you, Happy New Year

Please forward to Melisa Audet

Dear **Melesa** :

R.K.

I am interested in the Position of Senior Architect / Practice Advisor.

This is the only Dept (deals with Architectural Services) & doing well at the OAA, although the quality of members Services reduced in last few years.

I like to improve Practice Advisory services to be (Practice & Council Advisory), to add more scope of work:

.1)

I suggest to add new Scope to Practice Advisory Dept; (**Enforcement for Non-members practicing Arch. services**): In the last 7 years, I had sent min. 10 cases to the Office of Registrar for P.Eng + BCIN practices offering Arch Services with bad samples of Arch design, even in some cases an Architect was mandatory & Bldg Permit approved by the City without Architect). *attached bad/unhealthy Arch Design sample was repeated in same streets.* The Office of Registrar does NOT take this matter seriously (like AIBC) and there is No Transparency (the finding & details should be released to members). The practices I mentioned about to OAA are still alive.

Practice Advisory is the right Dept to advocate to Architectural Services with professional reports to the MMHA, City Halls & the Government. **This will be the base to argue with MAG to reduce the Scope of BCIN. (15 years late)**

.2)

In the first 2-3 months: I like to create new Tips & Reg. Notice to regulate OAA councillors similar to Tips #7 and Reg #10 (Professional Opinion), and to following Arch Act / Reg 27 / Misconduct #42: 39-19-20

Councillors are representing 5,000 Architects; many of their letters and documents do not represent us, (**they are afraid to sign their letters** – EX.: Financial Statement 2024 (with \$2M un-kwon expenses), recent letter to Bill 60 (empty–No names & no Date), 5 Years (5 years) Plan does not follow members Survey 2019) & AATO Court.....

The new Regulation will help to make Councillors take their Job seriously and members to think well before nominating themselves to Council. (All OAA Councillors have NO contact Info. Noone can reach them: (this is a contravention against Arch Act & Non-Profit Org By-Law).

.3)

Also to establish Program to pay back to Architects for the *Loss of Business* they had because of wrong OAA Policy for last 10 years (*this Resolution is normal practice anywhere and similar to the Case of Loblaws Retail*).

I had requested the 3 Items above from RAIC, (I can coordinate between RAIC + OAA+ MAG)..

R.K.

OAA is always doing well as a Regulator (including Practice Tip & Regulatory Notice), but these are only 20% of what we need, Regulations & Tips & Notice had reached good shape 10 years ago, just need minor revision
We can re-shape the OAA as an alternative to establish new Association beside a Regulator.

OAA Councillor are elected to service **not to change** & that had reduced the value of the Councillor.
The current Vote/election system does Not depend on Experience & does Not allow Architect like myself to join.

I had voted to you 9 years ago' (*it was the last time I had voted*). OAA destroys Ballot, but not me. The Profession of Architectural Services is declining Year after Year in the last 18 years (only in Ontario) because of the Architect Act and BCIN system & BCIN# practices. Do you agree that the only item by OAA to **modernize the Arch Act** in the last 15 years is: Limited # of AATO, which makes it worst !!!
R.K.

That caused 3 things in the addition of competing OAA practices: the Public is affected by Low level of Architecture services by BCIN practices, most of Private sector buildings in Ontario are not attractive & Not healthy and in few cases; low Level of Arch services from Architects because they accept Low Fee (like BCIN), we can not blame them. With Practice Advisory's support, we can establish new (Association of Architects). I will take the Lead on behalf of OAA to advocate for Architects and revise Arch Act (using samples of bad drawings approved by Municipalities).

I reread the Architects Act & I know very well the difficulties of Arch Practices, currently I am advocating for Ontarian Architects to establish an Association to revise Architects Act, reduce the Limit of BCIN#
I had attended most of SPIF by OAA Councillor (Small Practices Info. Forum 2011 – 2017). Which helped to meet min. of 200 Architects & interns and understand their opinion about OAA & their difficulties

The Salary of this position is high with good benefits (& Massage), comparing to current career opportunities at OAA web (Senior Architect), \$85,000- \$90,000. The position (Job Captain) is more difficult than Advisor.
So; the good proposed salary can cover extra services (Enforcement) for Practice Advisories
R.K.

You can call me to discuss the info. above & you may not receive this email, there is Filtration System in OAA (No councillor had answered my emails for 2 years). And you did not answer my email in Mar. 2025 about Financial Statement 2024.

Samples of Drawings & supported document: Reports to OAA will be submitted after approving my conditions.

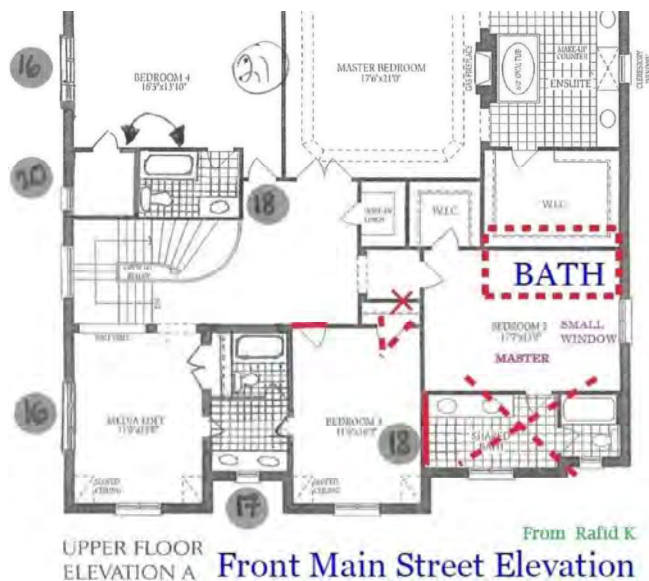
Rafid Kustou – B.SC.ENG.ARCH - OAA
Thank you

HAPPY NEW YEAR 2026

Dec 07 2025

RALLY Architects, Arch Design & Building Permit, # 3, 1 Chester Le Blvd, Toronto, M1W 2M7, Canada, Tel: 1 416 494 9764, E: rallyarch @ gmail.com
O A A Practice Advisor Dec 07 2025

SAMPLE OF APPROVED BUILDING PERMIT (BY BCIN#) WAS SENT TO OAA (IN 2018) WITH NO ACTION - DESIGN WAS REPEATED TO 4 HOUSES



(10) The construction of a demountable stage or demountable support structure regulated by Section 3.17. of Division B shall be reviewed by a professional engineer.

Table 1.2.2.1.
General Review⁽⁴⁾ / to be reduced to 150 m²
 75% Forming Part of Sentence 1.2.2.1.(1) X Architect is not required

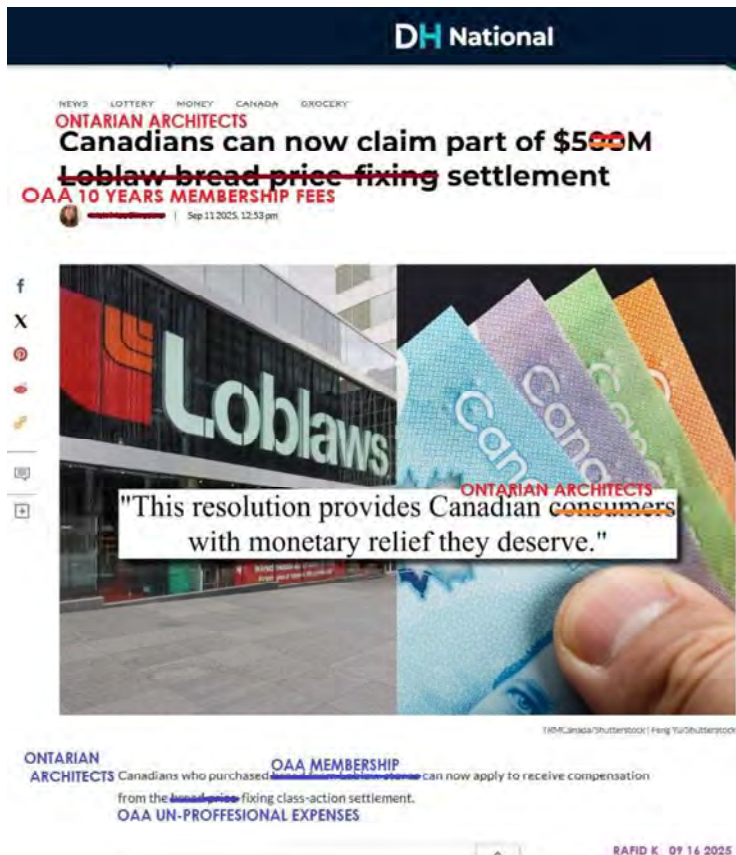
Building Classification by Major Occupancy ⁽²⁾	Building Description	General Review by:
Assembly occupancy only	Every building	Architect and professional engineer ⁽¹⁾
Assembly occupancy and any other major occupancy except industrial	Every building	Architect and professional engineer ⁽¹⁾
Care, care and treatment or detention occupancy only	Every building	Architect and professional engineer ⁽¹⁾
Care, care and treatment or detention occupancy and any other major occupancy except industrial	Every building	Architect and professional engineer ⁽¹⁾
Residential occupancy only, other than retirement homes X	Every building that exceeds 3 storeys in building height	Architect and professional engineer ⁽¹⁾
	Every building that exceeds 600 m ² in gross area and that contains a residential occupancy other than a dwelling unit or dwelling units	Architect ⁽²⁾
Residential occupancy only, other than retirement homes X	Every building that exceeds 600 m ² in gross area and contains a dwelling unit above another dwelling unit	Architect ⁽²⁾
	Every building that exceeds 600 m ² in building area, contains 3 or more dwelling units and has no dwelling unit above another dwelling unit	Architect ⁽²⁾
Residential occupancy, other than retirement homes, and any other major occupancy except assembly, care, care and treatment, detention or industrial occupancy X	Every building that exceeds 600 m ² in gross area or 3 storeys in building height	Architect and professional engineer ⁽¹⁾
Retirement home only	Every building	Architect and professional engineer ⁽¹⁾
Retirement home and any major occupancy except industrial	Every building	Architect and professional engineer ⁽¹⁾
Business and personal services occupancy only	Every building that exceeds 600 m ² in gross area or 3 storeys in building height	Architect and professional engineer ⁽¹⁾
Business and personal services occupancy and any other major occupancy except assembly, care, care and treatment, detention or industrial occupancy X	Every building that exceeds 600 m ² in gross area or 3 storeys in building height	Architect and professional engineer ⁽¹⁾
Mercantile occupancy only X	Every building that exceeds 600 m ² in gross area or 3 storeys in building height	Architect and professional engineer ⁽¹⁾
Mercantile occupancy and any other major occupancy except assembly, care, care and treatment, detention or industrial occupancy X	Every building that exceeds 600 m ² in gross area or 3 storeys in building height	Architect and professional engineer ⁽¹⁾
Industrial occupancy only and where there are no subsidiary occupancies X	Every building that exceeds 600 m ² in gross area or 3 storeys in building height	Architect or professional engineer ⁽³⁾
Column 1	2	3

Table 1.2.2.1. (Cont'd)
General Review⁽⁴⁾
Forming Part of Sentence 1.2.2.1.(1)

Building Classification by Major Occupancy ⁽¹⁾	Building Description	General Review by:
Industrial occupancy and one or more other major occupancies where the portion of the area occupied by one of the other major or subsidiary occupancies exceeds 600 m ²	The non-industrial portion of every building	Architect and professional engineer ⁽¹⁾
	The industrial portion of every building	Architect or professional engineer ⁽²⁾
Industrial occupancy and one or more other major occupancies where no portion of the area occupied by one of the other major or subsidiary occupancies exceeds 600 m ²	Every building that exceeds 600 m ² in gross area or 3 storeys in building height	Architect or professional engineer ⁽²⁾
Agricultural occupancy only and where there are no subsidiary occupancies	Every building that exceeds 600 m ² in gross area or 3 storeys in building height	Architect or professional engineer ⁽²⁾
Agricultural occupancy and one or more other major occupancies where the portion of the area occupied by one of the other major or subsidiary occupancies exceeds 600 m ²	The non-agricultural portion of every building	Architect and professional engineer ⁽¹⁾
	The agricultural portion of every building	Architect or professional engineer ⁽²⁾
Agricultural occupancy and one or more other major occupancies where no portion of the area occupied by one of the other major or subsidiary occupancies exceeds 600 m ²	Every building that exceeds 600 m ² in gross area or 3 storeys in building height	Architect or professional engineer ⁽²⁾
Column 1	2	3

Notes to Table 1.2.2.1.:

- (1) An architect shall provide general review services within the practice of architecture and a professional engineer shall provide general review services within the practice of professional engineering.
- (2) An architect may engage a professional engineer to provide general review services within the practice of professional engineering.
- (3) Only a professional engineer may provide general review services within the practice of professional engineering.
- (4) Requirements for general review by an architect or a professional engineer or a combination of both for the construction, including, for greater certainty, enlargement or alteration, of a building are set out in the *Architects Act* and the *Professional Engineers Act*.
- (5) For purposes of Table 1.2.2.1., a retirement home is deemed to be a separate major occupancy.



DH National

NEWS LOTTERY MONEY CANADA GROCERY

ONTARIAN ARCHITECTS

Canadians can now claim part of \$500M Loblaw bread price-fixing settlement

OAA 10 YEARS MEMBERSHIP FEES

Sep 11, 2025, 12:53 pm

"This resolution provides Canadian consumers with monetary relief they deserve."


ONTARIAN ARCHITECTS

OAA MEMBERSHIP

Canadians who purchased ~~bread~~ can now apply to receive compensation from the ~~bread~~-fixing class-action settlement.

OAA UN-PROFESSIONAL EXPENSES

RAPID K. 09 16 2025



https://www.bigpulse.com/131727/summary?receipt=y

File Edit View Favorites Tools Help

Home NUT Banche Toronto Real Estate Listings in Cana... Real Estate Listings

Vote receipt

You voted as sign-in name, 3tsSNFWX
You voted from IP address, 99.224.69.183

OAA Elections 2016

Province of Ontario Electoral District

Province of Ontario Electoral District (ID# 131724)
You voted for the following.
[1] [Farisa Amiri Kankari](#) (ID# 15862974)
Vote receipt number, **ii7aajr4F9**
This vote was recorded, Monday 14 November 2016 13:03 EST

City of Toronto Electoral District

City of Toronto Electoral District (ID# 131726)
You voted for the following.
[1] [Melisa Audet](#) (ID# 15862979)
Vote receipt number, **m3Wm7PRhHT**
This vote was recorded, Monday 14 November 2016 13:03 EST

Intern Architect Seat

Intern Architect Seat (ID# 131727)
You voted for the following.
[1] [Lara Gnmushdijan](#) (ID# 15862996)

Practice Advisor

Full Time, Permanent

The Ontario Association of Architects (OAA) is a self-regulating, not-for-profit organization that is governed by the Architects Act, a statute of the Government of Ontario. Its principal object is to regulate the practice of architecture.

Position Summary

Reporting to the Manager, Practice Advisor Services (PAS), the Practice Advisor will be responsible for coordinating the delivery of a broad range of practice resources, services and programs that support members and architectural firms in the public interest.

Qualifications

- Licensed member of the OAA, with a minimum of 15 years of practical post-graduate experience.
- Thorough, practical knowledge of the architecture profession, including roles and responsibilities of OAA licensed members, current project delivery methods, and professional standards of practice for the profession.
- Familiar with the OAA's standard documents and resources, as well as other industry-recognized documents.
- Excellent computer skills to conduct research and analyze industry-specific roles and responsibilities.
- Strong customer service mindset, with the ability to handle challenging inquiries professionally.
- Highly motivated, organized, and detail-oriented individual.
- Proficiency or experience in contracts and project management is preferred.
- Superior oral, graphic, and written communication skills.
- Advanced knowledge of the practice of architecture in Ontario.

Responsibilities

- Support the Practice Hotline – providing quality information guidance to members and practices on practice matters; responding to members of the public, building officials, lawyers and others on practice matters
- Development and maintenance of OAA Contracts & Guides, Practices Tips and other resources, including materials published on the OAA website
- Technical review of practice resources prepared by third parties ('by others', for example, national resources prepared by the architectural profession, and standard forms prepared by the Canadian Construction Documents Committee)
- Anticipates and identifies emerging or evolving issues related to architectural practice; researches the issues; and supports the development of OAA resources, positions, and responses as recommendations to Council.
- Contributes to the Practice Advisory Newsletter
- Provides support and expertise to the Practice Resources Committee, OAA Committees and Advisory Groups

Why Work at the OAA

- \$125,000 - \$130,000/year commensurate with experience
- Excellent benefits including health, dental, vision, life, massage, chiropractic, physiotherapy, etc.
- Excellent RRSP matching program
- Excellent work-life balance

- Hybrid work options
- Work in a modern, eco-friendly building
- Professional and friendly work culture
- Five-minute walk to TTC and free on-site parking
- Flex and Summer hours

Location & Hours

OAA Headquarters at 111 Moatfield Drive in Toronto (Leslie & 401 area)

Office hours: 8:30am – 4:30pm, Monday to Friday

Application Process

Please submit a resume to OAAHR@oaa.on.ca

We thank all applicants for their interest, but only those selected for an interview will be contacted.

The OAA is an equal opportunity employer, committed to diversity, equity, and inclusion by fostering a welcoming professional culture that reflects the diverse public that we serve. The OAA is likewise committed to providing barrier-free and accessible employment practices in compliance with the Accessibility for Ontarians with Disabilities Act. Accommodations are available on request for candidates taking part in all aspects of the selection process; please make these known during the application process and we will be happy to accommodate you.

VISION

BCIN #
An Ontario in which architects are valued contributors to society, by creating a safe and healthy built environment that performs at the highest levels and elevates the human spirit.

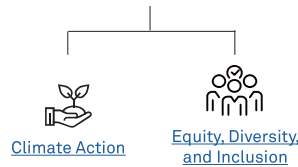
MANDATE

WE KNOW THAT V V WELL
BASE FOR ANY
ARCH STUDY

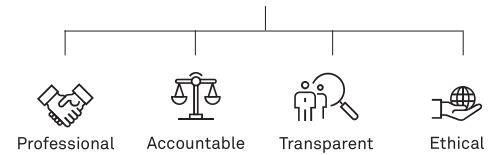
To regulate and govern the practice of architecture in Ontario in the service and protection of the public interest in accordance with the *Architects Act*, its Regulations, and Bylaws; to develop and uphold standards of skill, knowledge, qualification, practice, and professional ethics among architects; and to promote the appreciation of architecture within the broader society.

Strategic Plan [2022-2027]
~~2022-2026~~

Themes



Values



2 YEARS PLAN 2022-2023 Strategic Priorities

Rafid K / 02 08 2026

60%
ADVOCATE FOR MEMBERS &
PROFESSION MEANS TO
REVISE
ARCH ACT





Regulatory Leadership

Governance and Operations

Member Competency

Public Education

Goal Statements

Bring the OAA's regulatory framework into alignment with current legal principles for professional regulators and modernize its legislative and governing documents to ensure the public interest continues to be served and protected.

Enhance the OAA's governance and operational practices to ensure an effective, inclusive, resilient, and transparent organization.

Ensure the continued professional competency and currency of OAA licensed members in order that they maintain their leadership role in the built environment accountable to the public interest.
NOOO ARCHITECTS ARE IGNORED WITH LOWEST FEE

Advance the public's understanding and recognition that architecture is integral to the quality of life and well-being of our society as experienced through a sustainable, resilient, and durable built environment.
IT IS NORMAL DUTY TO ANY COUNCILOR TO LIMIT THE EXPENSES ON THAT I MENTIONED THAT ON 09 11 2019 NOW IS MUCH BETTER

Strategic Priorities

- Actively engage with government, legal counsel, and the Attorney General to advance the modernization of the Architects Act and its Regulation.
nothing happed in 3 yer as
- Increase transparency, fairness, objectivity, and impartiality of OAA registration and regulatory processes.
- Continue to serve the public interest through ongoing enforcement activities and investigating breaches of FALSE the Architects Act and its Regulations. **NO: OAA is not serious for Non Arch practices doing Architectural jobs NO TRANSPARENCY**
- Continue to invest in programs and activities that contribute to and foster the diversity and perspective of new applicants to the architectural profession.

- Continue to implement the operational review recommendations, which include clearly defined roles for Council & staff, additional organizational policies and structures, enhanced IT and data management, enhanced risk management, continued investment in equity, diversity, and inclusion, and ensuring a safe workplace. **LIMIT YOUR EXPENSES**
- Monitor OAA governance reforms and continue to update Council governance practices to align with best practices of professional regulators. **BEHINDE**
- Continue to develop, implement and monitor the futureproofing strategy for OAA internal resources to be agile and resilient. **NOT ANYMORE, COMPLETED**

- Administer the legislative requirements of mandatory continuing education through the established program framework. **YOU ARE DOING GOOD SO LEAVE ARCHITECTS TO DO THEIR HOMEWORK**
- Anticipate and respond to current disruptions and trends in the industry (e.g. different project delivery methods, climate stability, accessibility, and technological advancements) as well as legislative changes (e.g. harmonization of building codes and accessibility) through various continuing education offerings.
- Provide information in a responsive manner to members that is relevant and timely regarding OAA education resources, as well as programs and services existing elsewhere that fall outside the purview of the OAA.

- Implement the Council approved Public Outreach Plan to educate the public about the role of architecture in creating the built environment and its impact on society.
- Continue education initiatives to foster a greater understanding of the OAA as a unique professional self-regulator. **Not A33ssociation**
- Leverage and support programs and services offered by other parties in the built environment to further the public appreciation of architecture and the allied arts.
- Continue education regarding best practices in project delivery that relate to regulatory responsibilities of OAA members and practices, inclusive of procurement, in order that the public interest may continue to be served and protected.

Metrics

- A strategy for modernizing the Act and Regulations has been created and implemented.
- The OAA's regulatory standards, policies, and procedures are current and consistent with the right-touch regulatory approach.
- The OAA continues to identify and correct regulatory misalignments.
- The OAA continues to be in compliance with the Office of the Fairness Commissioner and other government oversight bodies.
- There is a clearer NOOO understanding of the path to licensure and a greater connection with those on the path to licensure. **ADD BCIN # PATH ON YOUR WEBSITE**
- The OAA's periodic Demographic Survey demonstrates a shift towards increased equity, diversity, and inclusion.

- The 39 Operational Review recommendations are implemented.
- Roles and responsibilities of OAA staff, committees, and Council are defined and documented. **WEAK**
- The OAA's risk assessment metrics are implemented.
- Staff retention remains high.
- Participation and representation in Council elections is improved. **FALSE / SAME PEOPLE**
- Best-practice gaps in governance relative to professional regulatory organization benchmarks have been identified, prioritized, implemented and measured

- Member competency and ethical practice continues to develop and is responsive relative to the industry and profession.
- The content of the OAA's educational offerings is focused on technical and legislative content that is current and relevant.
- Access to competency development-based education is diversified and equitable.
- Increased member use of the OAA webpages on learning opportunities outside of the OAA. **GOOD**
- Increased member use of the OAA webpages with the existing OAA Documents and resources as well as Practice Advisory Knowledge Base area. **GOOD**

- Members demonstrate a clear understanding of the role of the OAA as a regulator and of the extent to which it can promote the public appreciation of architecture. **FALSE**
 - The OAA has developed and implemented a nothing defined program of public education that responds to our mandate and that is sustainable over time.
 - The number of times government and other partners/parties have invited the OAA to engage/inform on built environment issues in the public interest has increased. **TO SATISFY MEDIA**
- EDUCATION + EDUCATION EDUCATION & 50% OF ARCHITECTS AND INTERNS ARE NOT PRACTICING**

Rafid k 02 08 2026

THIS IS THE SURVEY OAA DID:
- TYPE OF SEX OF MEMBERS
- SURVEY TO RE-NAME (INTERN) TITLE