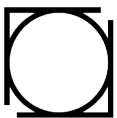

21

Annual Report



Ontario Association
of Architects



Photo Credit: Morgan Solar

About the Ontario Association of Architects

The Ontario Association of Architects (OAA) is a self-regulating organization governed by the *Architects Act*, a statute of the Government of Ontario. Dedicated to serving and protecting the public interest, the OAA administers the Act while promoting and increasing the knowledge, skill, and proficiency of its members.

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.

OAA membership comprises the Architects and Licensed Technologists OAA able to practise in Ontario. Other groups holding status with the Association include those on the path to licensure such as Intern Architects and Student Associates, and those retired from the profession.

At the end of December 2021, the OAA included:

- 4553 Architects;
- 147 Licensed Technologists OAA;
- 44 Non-Practising Architects;
- 1970 Intern Architects;
- 192 Technologists OAAAS;
- 360 Life Members;
- 256 Retired Members;
- 625 Student Associates; and
- 36 Honorary Members.

There are 1962 architectural practices in Ontario.

To serve the public interest and support the architectural profession, the Association offers a range of programs and services including:

- establishing qualification standards for admission into the profession, including education, experience, and examination;
- establishing standards of skill and proficiency of members;

Submitted to the
LIEUTENANT GOVERNOR IN COUNCIL

Date: MARCH 9, 2023

-
- maintaining professional ethics standards;
 - providing professional liability insurance through Pro-Demnity Insurance Company;
 - promoting architecture and the built environment for the benefit of Ontarians; and
 - supporting Ontario's architects in meeting the standards of the profession.

The OAA is governed by a Council of 15 Architects and one Licensed Technologist OAA who have been elected by the membership, as well as up to five members of the public chosen by the Province of Ontario (Lieutenant Governor in Council Appointees [LGICs]). It also includes one Intern Architect as a non-voting member. The work of OAA Council is assisted by more than 200 volunteers working on diverse Committees and Task Groups, 14 regional Local Architectural Societies throughout Ontario, and an Association staff of 32.



Photo Credit: Michael Tenaglia, Mike T Photography and Design

Table of Contents

President's Message	06
Executive Director's Report	09
Strategic Planning + Priorities	11
Equity, Diversity, and Inclusion	14
Policy + Government Relations	18
Communications	20
Office of the Registrar	25
Education	29
Practice	34
Scholarships	38
Senior Vice President and Treasurer's Report	40
Financial Summary	42
In Memoriam (2021)	43
2021 Committee Lists	44
OAA Council	49
OAA Staff	52

President's Message



As I reflect on the last year, I see many insights, lessons learned, and positive shifts that have been borne from the difficult times we have been collectively living through. While I am certain there are countless ways we have each personally been affected by the events of the last two years, I want to reflect on what we, in the architecture profession, can turn our attention to moving forward.

At the beginning of 2021, OAA Council renewed its commitment to three key areas of focus: the People, the Profession, and the Planet.

Without a doubt, the unfolding global pandemic has laid bare deep-rooted disparities. We continue to confront inequities and unconscious biases as individuals, in our communities, in our profession, and in our built environment that may have been largely invisible to too many for too long. I believe many of us have been shaken awake to the trials of the most vulnerable members of our society, and in 2021, the Association strengthened its resolve to put its commitments to change into action. I am pleased to say we accomplished a great deal in 12 months.

The OAA's Equity, Diversity, and Inclusion (EDI) and Truth and Reconciliation Working Group examined how the practice of architecture can be decolonized, and how we can better incorporate equity-driven change into our work. The group reviewed key report findings and offered recommendations that have shaped—and will continue to shape—the direction of the OAA as we continue to learn and unlearn.

Early in the year, the OAA introduced mandatory EDI training through our Continuing Education program, along with a selection of free webinars to ensure ongoing learning around inclusivity in the profession. We also introduced new and robust content on the OAA Website to ensure members can access resources easily.

To extend the conversation further, the OAA's first Virtual Conference 2021, hosted under the theme of Cultivate Inclusivity, was a tremendous success. Kicking off with a Keynote presentation by Ojibwe broadcaster, advocate, and pop culture philosopher Jesse Wenté (whose brilliant and engaging talk was noted by some to be “life changing”), the program covered topics of inclusive design, sustainability practices, architecture and Indigeneity, accessibility, and more. The full conference was made available for a highly reduced price to ensure more interns, members, and the public could participate.

We also advanced discussions and design recommendations with the provincial government in response to Ontario's long-term care crisis. The demonstrated its commitment to this critical issue by funding research that will point to real-world success stories that can inform better approaches in Ontario.

To alleviate any doubt as to why these kinds of actions are necessary, I will echo

words spoken by Past President Kathleen Kurtin at the 2020 AGM. As a regulator, our role is to advocate for the public interest. Those who sit on Council are there to represent the interests of the general public rather than their peers and colleagues. In order to uphold our mandate to protect the public we serve, this work must get done.

Of course, issues that are in the public interest are often also beneficial to the profession. After all, having a diverse network of highly trained, well-informed architectural professionals, supported with the right tools and resources, leads to the OAA's vision of a safe and healthy built environment that performs at the highest levels and elevates the human spirit.

To that end, the OAA expanded support for the profession in several ways.

Accelerated in part by the pandemic, the OAA has continued embracing the advantages of online tools and integrating them more fully into our processes. In addition to the virtual conference and Annual General Meeting, we have also expanded our highly successful ConEd webinar series and will continue to do so as we know this approach is more accessible to many of our members.

We also negotiated special access for licensed members to CSA standards referenced in the National Building Code of Canada and the Ontario Building Code to ensure cost is not a barrier to access. The OAA has also been hard at work developing a new suite of standardized contracts to ensure project relationships are fair and balanced, ensuring both the public and our members are protected. We also launched another highly successful Queen's Park Picks virtual exhibit, which garnered unprecedented media attention and earned us a seat at the table with a record number of MPPs.

Of course, we have not lost sight of the climate crisis, the threat of which was top of mind throughout 2021. The OAA believes that resilient, climate-stable architecture can no longer be an aspiration or a specialty—it must be the standard expectation for all our buildings.

The Association introduced mandatory Energy Use Intensity (EUI) criteria into its Design Excellence awards requirements, and launched a new online tool to allow members and the public to measure the Total Energy Use Intensity (TEUI) of a building using an easy-to-use interface.

As part of Conference, our plenary panel discussion shone a spotlight on the critical need for low- and zero-carbon buildings to address the climate change crisis. The speakers made a compelling case to embrace net-zero carbon building design as a sound investment strategy—both from an environmental and economic perspective.

Finally, I am pleased to see the final phase of our revitalization program is underway with the completion of our operational review by consulting firm,

G. Vergilio & Associates, who made a series of recommendations. We have wasted no time in organizing around these recommendations, and I look forward to the changes that will take shape over the coming months and years.

There is still much work to be done. Architects and Licensed Technologists OAA are shapers of our built environment, and as we emerge from the long shadow of the global pandemic, we each have a critical role to play in building for health, wellness, inclusivity, and climate resiliency.

I am looking forward to continuing with this great work in 2022.

A handwritten signature in black ink, appearing to read 'S. Speigel'.

Susan Speigel
OAA, FRAIC
President

Executive Director's Report



Each year when it comes time to write my entry for the OAA's Annual Report, I sit down and review and reflect on my messages from previous years. My report always ends with thanks and appreciation to staff, Council, and our many volunteer members. This year, I want to begin with those sentiments.

My sincerest thanks individually and collectively to the hardworking and dedicated individuals that make up our staff. I am incredibly proud of the team that we have built, and am amazed at their level of commitment to the OAA and the profession, particularly through the highs and lows of the past two years. Without a doubt, an organization is only as strong as the human resources behind it. In the Association's case, this not only includes the work of our staff, but also the tremendous efforts of our governing Council and the hundreds of member volunteers.

In my year-end report for 2020, I committed to moving ahead with an operational review of the Association in 2021. This was indeed a major project and focus for our organization this past year.

With the support of the OAA Governance Committee, the OAA undertook its first operational review from February to June 2021. The review was prompted as part of a broader refresh strategy for the OAA, which has included major building renovations, a new website, and a new visual identity. The objective of this review was to ensure the OAA is organized, resourced, and administered in an optimal manner. Utmost consideration was given to the legislative mandate of the OAA, along with its vision, mandate, and strategic objectives, while also considering how governance intersects with operations. The process included participation by staff, Council, and members, as well as key external stakeholders.

The results of the operational review were reported to members in the fall, and my year-end report to Council provided the opportunity to reiterate those findings. I am pleased to note the operational review confirmed and acknowledged that the OAA is an organization of tremendous strengths—among these our dedicated and passionate staff, Council, and volunteer base.

The OAA is well-regarded with very positive relationships with outside organizations and stakeholders. It is looked to for its thought-leadership by other Canadian architectural regulators. The Association's regulatory functions are well-executed and the organization is financially strong. The annual Conference and Continuing Education Program are of high quality. And, possibly of greatest personal pride, the staff work well together and respect each other.

Over the years, the OAA has demonstrated that it has the capability to bring impressive large-scale projects to fruition, including an improved website, a complete visual rebranding, an extensive building renovation, broad online learning opportunities and webinars, well-attended annual conferences, high-level and detailed government consultation submissions, as well as the adept handling of the COVID-19 pandemic and related resources for members.

As anticipated and appreciated, the operational review also confirmed gaps and areas of weakness, and uncovered important areas for improvement that may not have been readily apparent otherwise. The resulting recommendations have provided a useful framework to build on our strengths while addressing these gaps and weaknesses. Thirty-nine recommendations in all were adopted by Council for implementation over a five-year period. These recommendations were grouped into the following six major categories:

1. Develop, implement, and monitor a five-year strategic plan;
2. Continue to develop the necessary organizational capacity to meet OAA's needs, which include IT and data management, OAA structure leadership competencies, enhancements to performance management process and evaluations, and triage mechanisms for new projects and policy development;
3. Implement additional measures to minimize risk to the organization;
4. Ensure measures for a safe, inclusive, and effective workplace environment;
5. Define roles & establish accountability measures—this includes Council roles and responsibilities, staff roles and responsibilities, and governance measures; and
6. Further invest in diversity, equity, and inclusion at the OAA.

Work is already well-underway to address the first-tier priorities, which includes establishing and implementing a five-year strategic plan for the Association. It is an exciting time for the OAA, and an opportunity to take its capacity and performance to the next level.

As a professional regulator, we continue to pay very close attention to the regulatory landscape, not only in Ontario, but also across the country. We continue to evolve with the help of such actions as the operational review, the upcoming strategic planning exercise, and a review of our governance practices to ensure the OAA is fulfilling its roles and responsibilities in service of the public interest.

Please take time to review the rest of the OAA's Annual Report to learn about the depth and breadth of activities that have taken place over 2021.



Kristi Doyle
Executive Director

Strategic Planning + Priorities

The OAA regulates the architecture profession in Ontario. Its primary objective is to administer the *Architects Act* in order to serve and protect the public interest, while likewise promoting and increasing the knowledge, skill, and proficiency of its members.

Each year, the Association's governing Council also sets a number of focused strategic priorities to direct activities for the year ahead. In early February, Council held its annual Planning Session. It reviewed the current state of Association initiatives and projects in the context of the OAA's Vision, Mission, and Mandate to ensure their appropriateness and also explored its priorities for the year ahead.

In 2021, Council set three key areas of focus:

- **The People;**
- **The Profession;** and
- **The Planet.**

Moving Strategic Priorities Forward

The People

A primary focus in 2021 was actioning the OAA's commitment to equity, diversity, and inclusion (EDI) and Truth and Reconciliation within and beyond the profession. A number of initiatives were furthered or seeded over the last year, including:

- The OAA Working Group on Equity, Diversity, and Inclusion and Truth and Reconciliation reviewing key report findings and providing recommendations for the Association to implement equity-driven change;
- publishing key summary reports and environmental scans;
- introducing an EDI training requirement for all members;
- sharing valuable conversations with the public through online channels including Conference Keynote, Plenary, and the SHIFT Challenge Awards;
- providing content and resources focused on EDI and Indigenous architecture via the OAA Website;
- having a Conference theme, "Cultivate Inclusivity," that explored how members can support equity, accessibility, diversity, and inclusion in their own practices; and
- advancing design recommendations in response to the long-term care crisis.

The Profession

In order to meet the OAA's mandate to serve and protect the public interest, a well-supported and well-resourced profession is essential. This past year, the OAA advanced a number of actions geared toward member support, education, and engagement, including:

- reimagining Local Society Visits geared toward reciprocal dialogue and idea-generation;
- expressing support for the McEwen School of Architecture as Laurentian University revised its finances;
- deciding to dissolve OAAAS and fully integrate the OAA Technology program;
- continuing expansion of the OAA Continuing Education Webinar Series;
- approving the Canadian Architectural Certification Board (CACB) Standing Committee's recommendation to proceed with an online Broadly Experienced Foreign Architect (BEFA) interview process, as a permanent option under that program;
- approving the development of a new suite of standardized OAA contracts;
- providing free access to CSA Standards for licensed members and practices;
- holding a "Meet the OAA" online event for students;
- enhancing use of main social media platforms (Facebook, Twitter, and Instagram) and significant use of the OAA's YouTube channel for public-facing programming;
- launching another record-setting Queen's Park Picks online exhibit to promote public awareness and appreciation of local architecture;
- supporting members through the OAA Hotline;
- reissuing a message from the President regarding the fair treatment for architecture interns and students;
- conducting a demographic survey of the membership to provide a baseline of member make up as the OAA works toward true representation in the profession; and
- approving the expansion of the OAA Scholarship Program (launching in 2022).

Further, throughout 2021, the OAA continued to closely monitor public health guidelines as the COVID-19 pandemic unfolded, and provided timely and relevant information, resources, and guidance to members to ensure they could continue to practice safely. In response to the continued risks posed by the pandemic, for the safety and well-being of staff, members, and other visitors to the OAA Headquarters, the OAA also instituted a mandatory COVID-19 vaccination policy and developed an accompanying back-to-office strategy,

which includes hybrid options to accommodate both in-person and remote work, set to be rolled out in 2022 as public health restrictions allow.

The Planet

Given that buildings are significant contributors to the climate crisis, the OAA recognizes the role members must play in reducing the environmental impacts of both new and existing buildings. In 2021, OAA climate-responsive actions included:

- launching a web-based [Total Energy Use Intensity \(TEUI\) Calculator](#) for use by members and the public alike;
- dedicating the free, public-facing [2021 Conference Plenary](#) to the topic of net-zero design and green finance;
- approving the 2022 Conference theme: [Inspiring Climate Action](#);
- focusing the 2021 Local Society Visits on frank discussions about the profession's role in the climate crisis and how to move forward; and
- expanding the [OAA Headquarters Renew + Refresh](#) webpage to model sustainable architecture.

Equity, Diversity, and Inclusion

The OAA recognizes its public interest mandate is best realized when its membership reflects the society it serves. To that end, the OAA continuously strives to eliminate barriers to work and advancement within the architecture profession on the basis of race, ethnicity, gender identity or expression, sexual orientation, physical abilities, or religious practices.

In 2019/20, the results of an [OAA Member Survey](#) indicated both the profession and the Association have room to improve. These findings have since shaped OAA Council decisions and priorities, as well as programs and policy development.

At the beginning of 2021, Council received the following two documents for consideration:

[The Final Report and Recommendations of the Truth and Reconciliation Working Group](#) highlights the work done within the OAA Truth & Reconciliation Task Group and offers further recommended actions.

The [Summary Report of OAA's Roundtables on Equity, Diversity, and Inclusion](#), completed by Nicole S. Bernhardt of NSB Consulting, provides a summary of the discussions that took place at the OAA's two Roundtables on Equity, Diversity, and Inclusion in the fall of 2020 and outlines recommendations for how the OAA can implement equity-driven change moving forward.

With this important groundwork in place, the Ontario Association of Architects continues to ask critical questions and take necessary steps to move toward a more just and equitable profession. Under Council direction from November 2021, this Annual Report features an **Equity, Diversity, and Inclusion** section to ensure accountability and update members on progress on this issue.

Key Accomplishments

In early 2021, a dedicated Working Group was established at the direction of Council to review these two reports and recommendations. Over the course of many months, the Equity, Diversity, and Inclusion and Truth and Reconciliation Working Group developed and proposed [40 final recommendations to Council](#). These recommendations factored in numerous variables to set realistic and achievable goals; timelines, mandated responsibilities, existing initiatives, overlapping recommendations, key performance indicators, and ongoing program maintenance were all considered. These recommendations were approved by Council in the Fall of 2021.

Demographics Survey

A key strategy to establish a baseline against which to measure progress was to conduct a [demographic survey](#) of the membership. This voluntary and anonymous survey was launched in spring 2021 and collected race-based and other identity-relevant data. It was developed and administered by the

Association in consultation with equity consultant Nicole Bernhardt and research firm Stratcom. This voluntary survey will be administered as part of the annual renewal process moving forward.

OAA Conference 2021

In keeping with the OAA's focus on expanding member awareness and action on the issues of equity, diversity, and inclusion, the theme of the 2021 OAA Virtual Conference was *Cultivate Inclusivity*.

Conference registration was launched with a riveting keynote address given by broadcaster, advocate, and pop-culture philosopher (and self-described "Ojibwe dude"), Jesse Went. He spoke candidly on the complex and intersecting challenges facing our communities, and how overcoming them will require meaningful collaboration from all people.

The Conference offerings diverged in interesting ways from usual programming, with a broad range of sessions aimed at expanding comprehension and familiarity with issues facing particular groups and the myriad barriers they encounter. The goal was to highlight how design can either help or hinder in overcoming and eliminating such barriers.

Scholarships

In 2021, the Working Group recommended, and Council approved, the new scholarships *Exceptional Leadership Through Design Excellence: Equity, Diversity & Inclusion (EDI) and Truth & Reconciliation Scholarship*.

Beginning in 2022, the OAA will provide two annual scholarships in the amount of \$2,500 each to be awarded to two individual students in any year of an undergraduate or graduate program at each of the five Ontario University Schools of Architecture. The scholarships are administered and awarded by each school individually. The scholarships are intended to recognize exceptional leadership through design excellence combined with exemplary approaches to projects and/or assignments as they relate to equity, diversity, and inclusion and/or Truth and Reconciliation.

Truth & Reconciliation Environmental Scan

In response to the Truth and Reconciliation Commission of Canada's (TRC) Calls to Action, the OAA commissioned an environmental scan to inform meaningful actions and initiatives. Published to the OAA Website in June 2021, [*The Truth and Reconciliation Environmental Scan Final Report*](#) was compiled over a six-week period and explores a critical moment during the ongoing process of Reconciliation.

Prepared and designed by Dani Kastelein-Longlade, the information gathered in the report includes statements, reports, websites, and other resources to create an objective and comprehensive summary of the Reconciliation strategies undertaken by different organizations, institutions, universities and colleges, and regulatory bodies. Kastelein-Longlade brought to bear their Métis, French,

and Dutch ancestry and their professional experience in architecture to offer critical insight into the gaps and opportunities presented to the Association as it navigates a path forward.

Website Updates

In an effort to elevate the visibility of these key issues, the Working Group recommended dedicating sections of the OAA Website to the topics of both equity, diversity, and inclusion and Indigenous architecture. These pages—available in the Resources section—were launched in Fall 2021 as a central repository for relevant information and resources, pointing members to the aforementioned Environmental Scan, the TRC’s Calls to Action, Continuing Education courses, webinars, news articles, and other third-party resources, with the aim to encourage audiences to educate themselves on critical issues and their impacts. These pages will continue to evolve to include new information related to education, outreach, projects, and other initiatives.

In addition to this expanded content, OAA Staff continue to make updates to the OAA Website to meet *Accessibility for Ontarians with Disabilities Act* (AODA) standards, and in early 2021, the OAA introduced live closed captioning for all webinars and virtual events.

Expanded Continuing Education Programming

Based on a 2020 Council decision—motivated largely by numerous reports of discrimination and harassment gathered in the most recent OAA Membership Survey and EDI roundtable discussions—this past year, the OAA introduced mandatory training of a minimum of one learning hour of accredited programming focused on equity, diversity, and inclusion for the current Continuing Education cycle.

All OAA Architects, Non-Practising Architects, and Licensed Technologists OAA were required to complete one of the accredited courses, offered in partnership with Turner Consulting Group and made free to those who hold OAA status, as part of their 2021–2022 Continuing Education Cycle. This approach is meant to promote discussions and educate members on both appropriate behaviour as well as potential courses of action when faced with discrimination or harassment in the workplace.

Guidelines and Recommendations

In November 2021, the OAA published a document to the Website called [Guidelines on Safe Work Places](#). The resource offers guidance to all OAA members as to their legal rights and responsibilities in maintaining and working in a safe workplace, free from discrimination, harassment, and violence.

Further, OAA President Susan Speigel issued a letter to the membership calling for the [fair treatment for architecture interns and students](#) in response to the ongoing practice of unfair or withheld compensation and other neglected workers’ rights for students and interns. In the past, the OAA has publicly voiced its dissent for professional exemptions for architecture in the *Employment*

Standards Act, and continues to advance this position with Ministry officials. Until these changes are realized, however, it is incumbent on individual practices to adopt an ethical approach to fair treatment for all team members, regardless of their architectural status.

As a regulator, the OAA has a duty to investigate conduct that may contravene the *Architects Act*, including “Conduct or an act relevant to the practice of architecture that...would reasonably be regarded by members of the Association as disgraceful, dishonourable, or unprofessional.” This includes harassment and discrimination. However, only known issues can be investigated, and most instances of harassment and discrimination go unreported due to fear of the potential backlash and negative effects. The matter of equity, diversity, and inclusion is of fundamental importance for all those licensed to provide services to the public.

Policy + Government Relations

The **Policy and Government Relations (PGR) Team** coordinates the means in which the Association addresses policy and governmental issues.

Liaising with the Policy Advocacy Coordination Team (PACT) and the Sustainable Built Environment Committee (SBEC), both chaired in 2021 by VP Strategic Kristiana Schuhmann, the PGR Team effectively engaged with provincial and various municipal governments throughout the year by making submissions and participating in consultations. Despite policy and legislative changes occurring at high speed during the ongoing pandemic, the OAA stayed on top of developments and consultation deadlines through a proactive and multifaceted monitoring program.

Key Accomplishments

Expanding the Public Appreciation of Architecture

With COVID-19 restrictions still in place for much of 2021, the OAA once again launched its Queen's Park Picks virtually. Each year, Members of Provincial Parliament (MPPs) are asked to nominate a meaningful architectural work within their riding in keeping with our legislative objective to promote public appreciation of architecture and the allied arts and sciences. Nine Queen's Park Picks (QP Picks) were selected in 2021 for dedicated research and mounting in an online exhibit. The 2021 event garnered unprecedented MPP participation, along with media and political attention due to the diversity of the selections and their unique significance to communities across the province. The Association hopes to carry the enthusiasm of 2021 to future iterations of the event. To view the 2021 Queen's Park Picks, visit www.oaa.on.ca/qppicks.

Responding to the Long-term Care Crisis

The COVID-19 pandemic demonstrates the issue of providing quality long-term care (LTC) cannot be ignored any longer. The OAA and its members stand ready to work with all levels of government to repair and transform long-term care. In April 2021, the OAA held a member roundtable to gather insights about the design of long-term care homes that helped to inform the Association's recommendations to government. Attended by 15 OAA members with more than 200 years of collective experience designing LTC homes, the roundtable asserted that architects have a role in making LTC homes better places to live, which is not an adjustment from where we are, but a paradigm shift focused on quality of life. Through responses to consultations, such as this [submission on Bill 37](#), *Fixing Long-Term Care Act*, and numerous MPP meetings, the Association continued to protect the public interest by advancing design recommendations that will help to improve long-term care facilities.

To support this effect, the Association has contributed funding to an independent research project that will explore existing literature and successful case studies in order to make evidence-based design recommendations for long-term care homes. This project will continue in 2022 with results expected to be delivered in phases throughout the year.

Addressing the Climate Emergency Given that some estimates suggest buildings are responsible for nearly 40 per cent of greenhouse gas emissions, addressing the climate emergency remains a primary focus for the Association and, by extension, of the policy and government relations work at the OAA. Largely under the guidance of SBEC, the OAA has had the opportunity to advance its efforts significantly over the past year.

With the aim to provide tools and resources to support the Association's membership in designing climate-conscious buildings, the OAA launched the Total Energy Use Intensity (TEUI) calculator early in the year. The TEUI calculator, available at www.teui.ca, allows OAA members and the public to measure the energy performance of any building by entering simple utility bill data into an easy-to-use interface. The calculator is also available for use by applicants and jury members of the OAA Design Excellence Awards to validate and evaluate building performance data—a new requirement with any Award submission.

In addition, SBEC members developed and delivered virtual Continuing Education modules on topics related to the climate emergency, including a session on deep energy retrofits in old masonry buildings and two sessions on mass timber construction. The 2021 OAA Conference's free, public plenary session, [The Value of Zero: Investing in Carbon-Free Design](#), assembled leading minds in and outside the architecture profession to discuss the role of net-zero architecture and resilient infrastructure in the context of green finance to help pave the pathway to Canada's post-pandemic green economic recovery. This panel session was initiated by SBEC and was very positively received from the more than 520 participants on the conference platform.

Moreover, numerous letters and submissions were made in support of various initiatives that address the climate emergency, such as the Association's [letter of support](#) for the implementation of Version 4 of the Toronto Green Standard.

Communications

The **OAA Communications Team** works to create awareness of the Association's programs and activities for the membership, allied professions, and the public. Communications staff handle daily outreach and information-sharing via numerous channels, with the OAA Communications Committee, chaired in 2021 by VP Communications Jennifer King, advising on major initiatives.

The OAA communicates to internal and external audiences—including licensed members, Intern Architects and Student Associates, the building industry, the media, all levels of government, and the general public—to ensure the Association's mission is fulfilled and its mandate is clear. In addition to keeping the profession informed, the OAA's communications work also supports the object under the *Architects Act* “to promote public appreciation, of architecture and the allied arts and sciences.”

The OAA Website, having undergone a substantial redevelopment in 2020, continues to be the Association's main communications vehicle. However, ongoing remote working conditions meant increased use of other online tools; the virtual Conference and Awards program, Special News Bulletin emails, *OAA News* and *Practice Advisory* e-newsletters, and social media channels, all saw augmented audience growth and usage in 2021.

Key Accomplishments



The OAA Website

The OAA Website, relaunched in June 2020, is the digital home for the Association and, amid the turbulence of the COVID-19 pandemic, a crucial site for information-sharing and community-building. The site remains an evolving portal and enhancements, additions, and improvements continued over the course of 2021.

Notably, cross-site search functions were improved and new portals related to

equity, diversity, and inclusion as well as Indigenous architecture were launched alongside the overhaul of sections related to the OAA's regulatory role, Climate Stability, and Council elections.

The OAA Directory (once titled “Find an Architect” but renamed to be more inclusive of the Licensed Technologists OAA, Intern Architects, Student Associates, and others within) was also revised to include discipline history to ensure the Association kept pace with best practices in transparency and protecting the public interest.

OAA staff continued to promote the work of other service areas—whether news, Continuing Education opportunities, events, or new documents or publications. To ensure the site is accessible, many older templates and documents were updated with considerations for screen readers and other assistive technologies, which will continue in 2022.



OAA SHIFT Challenge

The SHIFT Challenge is an aspirational, biennial awards program created to highlight the distinct contribution the architecture profession brings to addressing key societal issues. It invites OAA members, interns, architecture students, and their collaborative teams to respond to an identified area of concern using their skills and insights. For 2021, the theme chosen was *resiliency*.

Chosen by a jury of design and placemaking experts, the five exceptional projects selected for the SHIFT2021 Resiliency/Architecture Challenge were:

- “Temporary Foreign Worker Communities” led by Gordon Stratford;
- “Mining Scars of Single Industry Communities” by Holly Sutton;
- “Ontario Place: On-to-our Next Adventure” by Victoria Cardoso, Erman Akyol, and Eugenia Wong;
- “K-Town: A Future,” led by Steven Fong; and

- “Mini-Midrise,” led by Naama Blonder.

The SHIFT program included a special publication made in collaboration with the publishers of *Canadian Architect*, alongside numerous digital events and webinars, including two moderated talks that explored the five ideas in more depth. These sessions, with online attendance exceeding 600 at each, included the project teams as well as discussion led by *Azure Magazine* editor Stefan Novakovic and architect Joe Lobko. The free, publicly accessible events, hosted via Zoom Webinar, offered Continuing Education Structured Learning hours to licensed professionals and can now be viewed on the [OAA's growing YouTube page](#) where they continue to offer Unstructured Learning.

OAA Service Awards

The G. Randy Roberts Service Award, named after the late 2005 OAA President, recognizes an OAA member for extraordinary dedication and action in service of the membership, and celebrates their skills and ability to get things done. In 2021, the OAA named David Croft this award's recipient.

Croft, who retired in late 2020, spent more than three decades as Vice President of Claims at Pro-Demnity Insurance Co. (and the Indemnity Plan before that) and built a reputation as a tireless defender of architectural practices and a reliable source of knowledge in architecture, construction, insurance, and human nature.

The Service Awards jury also selected the following four individuals as 2021 Honour Roll inductees:

- Anthony Butler;
- John Anthony Griffiths;
- Barry Wayne Sampson; and
- Carlos A. Ventin.

The Honour Roll recognizes prominent members of the profession who are now deceased; it records their achievements for display at the OAA Headquarters.

Conference

The OAA's first fully Virtual Conference Week took place from May 17 to 21, with more than 865 attendees coming together online. Registration kicked off the month prior with a special keynote address from celebrated Ojibwe broadcaster, advocate, and pop culture philosopher Jesse Wente, who brilliantly set the tone for Conference's theme, *Cultivate Inclusivity*.

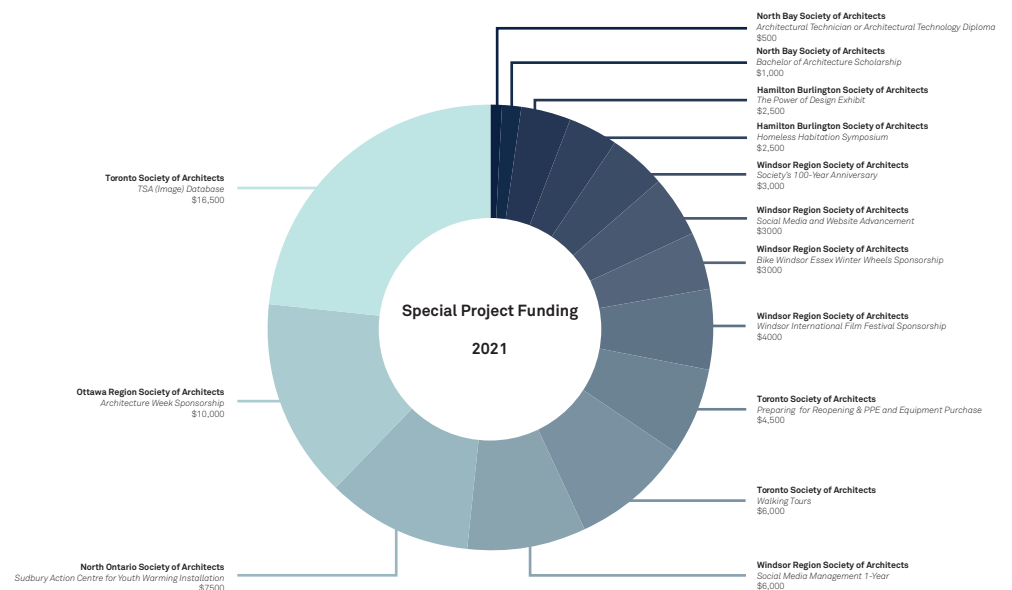
The various education sessions and virtual tours from the week-long event remain available for free on-demand via the OAA's YouTube Channel on an all-inclusive playlist, along with mentorship and wellness events, as well as the celebrations related to awards and SHIFT.

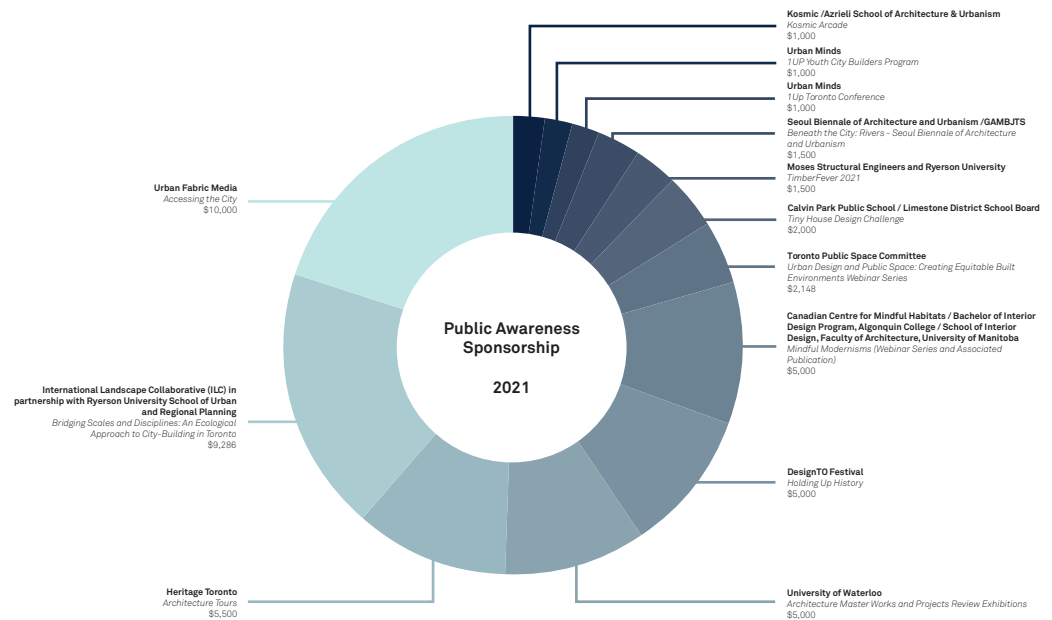
Special Project Funding and Public Awareness Sponsorships

Each year, Local Architectural Societies are invited to submit proposals to the OAA Communications Committee for Special Project Funding (SPF). This can be used to carry out special projects or events that cannot be covered by current assets of a Local Society, and further the OAA's objective to promote public appreciation of architecture and the allied arts and sciences.

Further to the SPFs, individuals and outside organizations, associations, and companies submit requests to the OAA Communications Committee for consideration under the Public Awareness Sponsorship program. All candidates for the Public Awareness Sponsorship program are measured against four main criteria:

- Potential to increase public awareness/appreciation of architecture and the allied arts and sciences;
- Innovation, creativity, and relevance;
- Ability to attract attendance and successfully run event/initiative; and
- Alignment to the current Council priorities.





Social Media

As the OAA increased its use of social media to share information—spurred on in part by the ongoing physical distancing measures necessitated by the pandemic—the Association’s online audiences grew steadily throughout the year. In addition to circulating news about the OAA and the architecture profession in general, staff engaged in media monitoring to share stories and elevate voices in support of anti-racism and broader equity-driven change. Information campaigns were launched to share the Association’s recommendations for long-term care projects and to recognize the 2021 Queen’s Park Picks and the Members of Provincial Parliament who championed them.

In addition to the social media channels shown below, the OAA also made more use of its YouTube presence, including not only Conference events and special webinars, but also other virtual happenings like a Meet the OAA event for students, the Annual General Meeting (AGM), and election information nights for those running to represent the public on Council. Video presence is expected to continue in 2022, as will audio—in December, the OAA issued an RFP to find a producer/consultant for an inaugural podcast season.



Instagram Followers

6806

(5702 in 2020)



Twitter Followers

7750

(7512 in 2020)



Facebook Followers

2381

(2245 in 2020)



LinkedIn Followers

8878

(not tracked in 2020)

Office of the Registrar

The work of the **Office of the Registrar** is accomplished by OAA staff with the assistance of members who volunteer to share their time and expertise. The Office of the Registrar supports the OAA Council in fulfilling its responsibility to govern members and regulate the practice of architecture in order that the public interest is protected. It does so in accordance with the *Architects Act*, R.S.O. 1990 c.A. 26, the Regulations R.R.O 1990, Reg 27, the OAA Bylaws, and Council Policies.

The Office of the Registrar oversees a number of regulatory and membership functions, which include licensing, authorizing practices, Act enforcement, investigations, complaints and discipline, elections, and the Internship in Architecture Program (IAP), in addition to working with the regulatory committees and Vice President Regulatory to fulfil its mandate. Beyond the mandate-driven activities, the Office of the Registrar also works alongside the OAA Executive Director on initiatives with the [Canadian Architectural Licensing Authorities](#) (CALA), the [Canadian Architectural Certification Board](#) (CACB), [Examination for Architects in Canada](#) (ExAC), the [Office of Fairness Commission](#), the [Ministry of the Attorney General](#), other professional regulators and organizations, and schools of architecture across the country.

Key Accomplishments

Despite the myriad challenges presented by the COVID-19 pandemic, the Office of the Registrar successfully adapted to remote working conditions, with little to no interruption in overall efficiency and output. As a result of this resiliency, a number of strides were made in the Office in 2021.

Right-Touch Regulation

As a result of the [Supreme Court of Canada decision in Vavilov](#), more scrutiny has been placed on regulators to ensure their decisions are logical, coherent, and defensible. Since then, and throughout 2021, the Office of the Registrar has been putting a framework in place to ensure the OAA's regulatory activities—which include investigation and prosecution of professional misconduct of its members—are evolving in line with the jurisprudence. To that end, the OAA is adopting principles of right-touch regulation. This approach, which comes from regulators in the United Kingdom, seeks to understand the problem before jumping to the solution. It is a means of ensuring the level of regulation is proportionate to the level of risk to the public.

The overall goal of right-touch regulation is to apply the correct amount of regulatory force to the most targeted areas of risk; this will allow the OAA to fulfil its public-protection mandate in the most efficient and effective manner.

The Office of the Registrar has been working in several service areas to create more transparency about its processes and requirements; this includes improvements to forms, the OAA Website, and protocols. It has established clear frameworks, and risk matrices to enhance the rigour and

consistency of the registration and regulatory roles. These steps create a process that is more fair, objective, and transparent for members and candidates entering the process. This work has been well-received by the Office of the Fairness Commission, the governmental body tasked with overseeing regulated professions in Ontario.

Further, additional data-gathering and benchmarking procedures have been put in place, leading to evidence-based decision making about ongoing improvements that will lead to a more efficient, agile, and fair process.

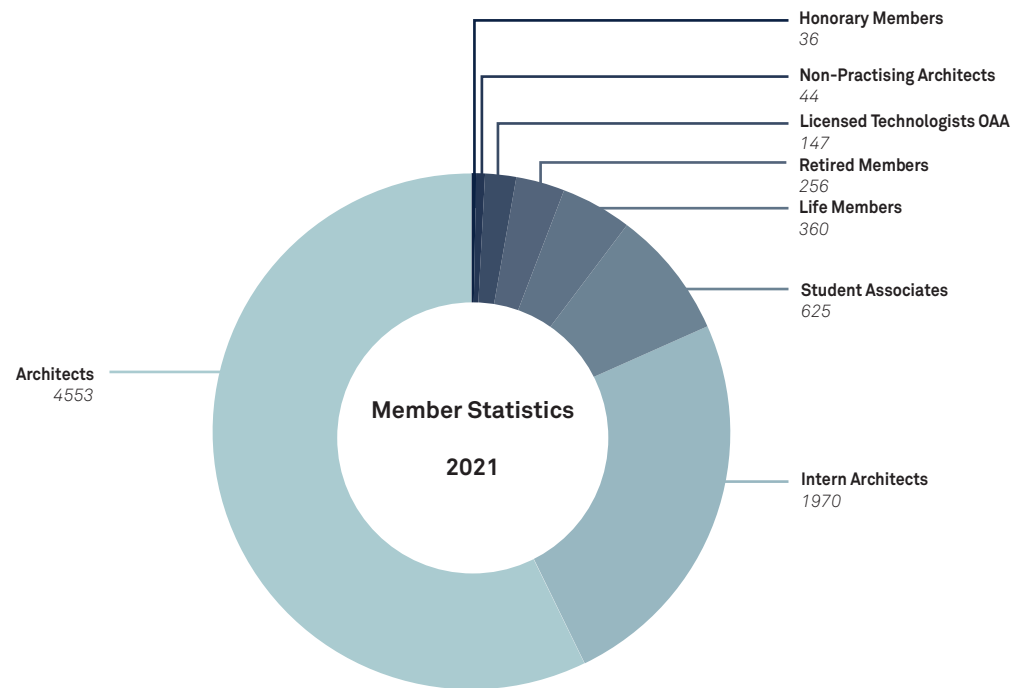
Outreach and Engagement

As the pandemic shifted the OAA's approach to work, the Office of the Registrar quickly adapted to ensure it provided successful events and outreach initiatives. Included in these efforts were virtual presentations to the Ontario schools of architecture undertaken by the Registrar and Deputy Registrar. The team in the Office of the Registrar also regularly participated in presentations to bridging programs, Local Societies, and affinity groups that help foreign trained professionals better understand the paths to licensure in Ontario.

Following Council's commitment to align with the evolving self-regulatory landscape, efforts to increase transparency and access to information continues to be prioritized. The Office of the Registrar, in conjunction with the OAA Communications staff, expanded its online visibility by updating and increasing the regulatory content to align with the new and expanding OAA Website.

Statutory Committees

The pandemic necessitated change to how the OAA typically conducts its in-person regulatory hearings, meetings, and interviews. Fortunately, the statutory committees were well-suited to remote working environments. Discipline and Registration hearings, like many legal proceedings, continued in a virtual setting. The Complaints Committee, chaired by Ela Eroglu, continued to operate effectively through full remote work and investigation. The Experience Requirements Committee (ERC), chaired by VP Regulatory Paul Hastings, conducted its interviews in either a hybrid or fully remote format depending on provincial health regulations. Additionally, the Ontario Divisional Court prioritized virtual hearings for regulatory bodies, given the inherent public interest nature of these matters.



Act Enforcement

The primary function of the Office of the Registrar is to enforce the OAA's governing legislation. This includes protecting the title "Architect" and any use of related words that suggest an individual is holding themselves out in a manner that might confuse or mislead the public into believing the individual is an Architect. The Registrar receives and evaluates information from members and the public alike, and oversees investigations. In 2021, 105 matters were reported to the Registrar related to misuse of the term "Architect" or "Architecture," or otherwise holding out.

Examinations

The examination component is a key step along the path to licensure, and is administered by the national Committee for the ExAC (CExAC) as part of the Internship in Architecture Program (IAP).

Examination is one of the mandatory components for licensure in Ontario. Interns can choose to write the ExAC in English or French, or the Architect Registration Examinations (ARE) in English (the latter is recognized in the United States and Canada).

The COVID-19 pandemic forced a large-scale rethink about the ExAC for regulators across the country and continued to dramatically affect the

schedule for the delivery of the ExAC in 2021. Through the early spring 2021, began planning for an in-person, pencil-and-paper examination in November 2021. By late spring, however, the CExAC, in conjunction with the Canadian Architectural Licensing Authorities (CALA), determined that changing conditions required the planned November 2021 sitting be moved to February 28 and March 1, 2022.

Of the 39 intern architects (Ontario) who wrote the ARE through the National Council of Architectural Registration Boards (NCARB) in 2021, 10 passed the respective six divisions of ARE 5.0.

The overall success rate for all divisions of the ARE 5.0 is 27 per cent.

OAA Technology Program

For 18 years, suitably qualified technologists have been licensed in the province as Licensed Technologists OAA, with rights and obligations analogous to other OAA members. During this time, the non-profit Ontario Association for Applied Architectural Sciences (OAAAS) has operated and administered the certification program—comprising education, work experience, and examinations (EEE)—that technologists must complete to achieve OAA licensure.

In 2021, the OAAAS Board of Directors and OAA Council agreed it is now appropriate to dissolve OAAAS and to fully integrate the administration and operation of the program into the OAA. This decision was made to:

- provide a sharper focus for ongoing technologist recruitment efforts;
- strengthen the relationship between Licensed Technologists OAA and other members;
- confirm the OAA Technology Program is an integral part of the Association; and
- maximize efficiencies in the operation of the program.

A transition process has begun to accomplish this objective over the course of 2022.

Education

	The OAA's Continuing Education Program is a mandatory requirement set out in the <i>Architects Act</i>. The program reflects the OAA's dedication to promoting and increasing the knowledge, skill, and proficiency of its members in order to serve and protect the public interest. It is based on a two-year Cycle beginning July 1 of even numbered years, with a reporting period running from July 1 to June 30 biennially.
<i>Comprehensive Education Committee</i>	In 2021, the OAA established the Comprehensive Education Committee. The Committee, chaired in 2021 by VP Education Natasha Krickhan with the support of Ellen Savitsky, Manager, Education and Development, provides thoughtful and responsible consideration of the complex and rapid changes in the field of architecture and the broader social context within which it exists—specifically in the fields of education, Continuing Education, and professional development. In 2021, the COVID-19 pandemic continued to dominate the Committee's operations, challenging every aspect of the current education paradigm. Nevertheless, the OAA Education Team found innovative ways to address the challenge.

KEY ACCOMPLISHMENTS

<i>Mandatory Continuing Education Requirement on Equity, Diversity, and Inclusion</i>	For the 2021/2022 Cycle, OAA Council introduced a mandatory requirement for a minimum of one learning hour of accredited programming focused on equity, diversity, and inclusion. The decision to introduce the requirement for this subject matter comes, in part, from the results of the most recent OAA Membership Survey where nearly a third of respondents reported having experienced discrimination or harassment in the workplace. Similar concerns were further shared by participants in the OAA's Equity, Diversity, and Inclusion Roundtables in late 2020.
	The issue of equity, diversity, and inclusion is not limited to specific project typologies, member groups, or firm sizes; it is of fundamental importance for all those licensed to provide services to the public.
	The Association partnered with Turner Consulting Group, an organization that has been delivering a range of equity-related services primarily to non-profit and public-sector organizations for almost two decades. To obtain the mandatory Continuing Education credit, part of the existing requirement of 25 Structured Learning hours, members must participate in at least one of the following webinars, each of which was offered multiple times throughout the year.
	“Understanding and Minimizing Unconscious Bias in the Hiring Process” Research in neuroscience and psychology has highlighted the impact that unconscious (or implicit) bias has on our behaviour and decisions. This impact

extends to the workplace and is reflected in day-to-day interactions, in the hiring process, and in one's work. Tana Tuner offers participants an introduction to help them better understand their biases and how they impact the hiring process, as well as how to structure the hiring process to minimize this.

“Human Rights in the Workplace”

This session provides an overview of the Ontario Human Rights Code and the responsibilities of organizations, managers, and employees to foster a respectful work environment and address issues when they occur. Participants learn about the various violations, the protected grounds, and options for resolving issues.

“The Business Case for Equity, Diversity, and Inclusion”

In this session, Tana Turner reviews key demographic and social trends that will present challenges to OAA members, both as employers and as practitioners. This session also discusses the benefits of a diverse workforce and strategies for getting the best from this diversity.

Continuing Education Webinar Series

Introduced in 2020 in response to the COVID-19 pandemic, the highly successful Continuing Education Webinar Series continued to be offered on a biweekly basis in 2021. The series experienced significant growth in enrollment and revenue; the annual enrollment has reached 3500+ registrations. The following were the most popular webinars offered in 2021:

- “Managing Finances During Uncertain Times” (Basima Roshan);
- “Maintaining Sustainability and Growing your Firm” (Elaine Pantel);
- “Understanding your Role as a Licensed Professional” (Anastasia Hountalas, Claire Hepburn, Mélisa Audet);
- “Best Practices for Contract Administration and Adjudication” (Andrea Lee, Patricia Joseph);
- “Building Strategic Resilience in Succession” (Rowley Mossop);
- “2020/2022 Low-Rise Code Changes” (Michael Lio);
- “Demystifying Tall Wood Buildings” (Jack Keays, Bernhard Gafner);
- “Mastering the Graceful Exit: Leadership Continuity” (Paul Smith);
- “First Principles to Deep Energy Retrofits in Old Buildings” (Eric Charron);

- “Overcoming Common Legal Risks and Disputes in using BIM” (May Winfield);
- “Prefabrication: Mass Timber Design Considerations” (Veronica Madonna, Steven Street);
- “Regulatory Requirements. Pro-Demnity Insurance” (John Hackett); and
- “A Guide to Mid-Rise Wood Construction in Canada” (Veronica Madonna, Steven Street).

Complimentary Webinars to Celebrate National Indigenous History Month

To mark the 25th national anniversary of celebrating the heritage, diverse cultures, and outstanding achievements of First Nations, Inuit, and Métis peoples, the Comprehensive Education Committee organized a series of complementary webinars. More than 1000 members participated in this valuable initiative.

“Indigenous Lens and Universal Inclusivity”

This session, led by Matthew Hickey, guided the participants through the process of design and architecture through Indigenous Cultures, with an application for contemporary society. The discussion revolved around “Universal Inclusivity”, urban agriculture, multi-service provider neighbourhoods, and the alternate goals for urban planning.

“Step-by-Step Wiidosendiwag: Imbedding Indigenous Perspectives”

This session provided a step-by-step approach to meaningful and effective collaboration with Indigenous entities in shared initiatives. Presenter Architect Eladia Smoke focused on the Indigenous perspectives that enrich our built environment and deepen regional connections, support Indigenous agency in decisions affecting our territories; enhance well-being by strengthening long term relationships between people and place.

“Terminology Tips to Respectfully Engage with Indigenous People”

This session was organized in partnership with the Indigenous Justice Division of the Ministry of the Attorney General and the Ministry of Indigenous Affairs. The participants learned about the appropriate terminology to respectfully engage with Indigenous people in personal and professional life. It also provided some examples of common mistakes people make when referring to and engaging with Indigenous people. This webinar, led by Kaitlin Ritchie and Rolando Aguilera, invited participants to critically reflect on the importance of language, which can either hinder or support relationships with Indigenous communities.

Admission Course

The OAA Admission Course is a mandatory requirement for licensure for all Intern Architects and Technologists OAAAS in Ontario. The OAA Admission Course covers topics related to regulatory matters, legal issues, practice issues, and information specific to Ontario. It is designed to supplement these Interns’

and technologists' formal professional education and practical experience.

Historically, the Admission Course was offered in three delivery formats:

- Online – Fall, Winter, and Spring Semesters;
- In-house – Weekend in-person classes at the OAA Headquarters; and
- OAA Conference – Selected modules as part of the Conference.

In 2021, due to COVID-19, both the In-House and Conference Admission Courses were cancelled. The Online version, which is offered in partnership with the University of Toronto's School of Continuing Studies (SCS), successfully accommodated all Intern Architects and Technologists OAAAS interested in taking the course in 2021.

Self-Study Learning Series

The **Self-Study Learning Series**, another partnership with the University of Toronto's SCS, continues to be a popular learning opportunity for practising architects. Launched in 2020, the Self-Study Series comprises training modules drawn from the mandatory OAA Admission Course. This material, while not new to those who have completed the Admission Course, is valuable to not only those interested in practising architecture, but also related audiences. OAA members simply select the modules of interest, cover the material at their own pace (over a three-month period), and successfully pass a quiz to complete the course.

Fundamentals of Running an Architectural Practice

The OAA course "Fundamentals of Running an Architectural Practice" offers a comprehensive overview of the business side of architecture. It was developed for members who are either starting their own practice or taking on an associate or partner role. It is also suitable for experienced architects looking for a refresh on the basics and best practices.

With a foundation of shared values and a commitment to excellence and innovation, the OAA and the University of Toronto's SCS have initiated the development of an online version of the course. Expected to launch in 2022, this new course will combine the OAA's vision and SCS's expertise in the design and delivery of engaging and robust educational experiences. The redesign of the course will:

- Extend the reach and expand access to the course through an online delivery format;
- Increase engagement through innovative instructional strategies and online content that is visually appealing, learner-centric, and delivered in an accessible, self-paced, intuitive format;
- Promote opportunities to build community among practitioners at various stages of their career; and

- Ensure the course content and professional resources are available after the course concludes—to support the ongoing goals and needs of various audiences.

The launch of the new online course is scheduled for 2022.

Practice

The OAA's [Practice Advisory Services \(PAS\)](#) draws on the experience of a team of architects—both practising and retired—and is a key support system for Ontario's architecture practices. The **PAS team** reviews issues of relevance to members and provides information and advice on best practices to meet the standards of the profession and the changing practice environment. PAS provides staff support to the [OAA Hotline](#), the Practice Review Committee, the Practice Resource Committee (PRC), and the Sub-Committee on Building Codes and Regulation (SCOBCAR), all chaired by VP Practice Settimo Vilardi, as well as the OAA/OGCA Best Practice Committee. PAS also administers the [OAA Practice Consultation Survey program](#).

Key Accomplishments

Launch of the Revised CSA Standards Access Program

After almost one year of negotiation, the OAA secured access to critical CSA standards for Ontario's practices and licensed members through the **CSA OnDemand program**. Access to the program was negotiated for the period covering June 1, 2021 until May 31, 2022. At the beginning of this initiative, it had been nearly a year since access to the "Top Ten" CSA standards program ended when CSA decommissioned its previous hardware and software delivery system.

Under the new agreement, registrants are eligible for free read-only access to every standard currently referenced in either the Ontario Building Code or National Building Code, including previous versions of the standards, and to both English and French versions where they are available. The [CSA Standards Access Program page](#) can be found in the [Resources](#) section of the OAA Website.

OAA and OGCA Release Recommended Supplementary Conditions for CCDC 2-2020

On November 2, in response to the 2020 edition of the Canadian Construction Documents Committee's standard construction contract, the OAA and the Ontario General Contractors Association (OGCA) renewed their companion document titled [Recommended Supplementary Conditions for the Stipulated Price Contract—CCDC 2-2020](#). The document, endorsed by Council, was developed in consultation and agreement with the Ontario General Contractors Association (OGCA) and aligns with supplementary conditions that have been established previously in consultation with specific owner groups and industry partners.

OAA Issues New Practice Tip PT.23.11

PAS also created the new *Practice Tip* — [PT.23.11, CCDC 2-2020 Stipulated Price Contract Overview of the Changes in the 2020 Version and Recommended Supplementary Conditions for use in conjunction with the supplementary conditions](#). The Tip was circulated to members via email and can be viewed on the Practice Advisory Knowledge Base section of the OAA Website.

Creation of New Indexes

To facilitate user access to the Practice Tips, Frequently Asked Questions, and

the OAA Contracts Suite available on the OAA Website, indexes were created and uploaded for each. The indexes are coded to appear first in any relevant search results.

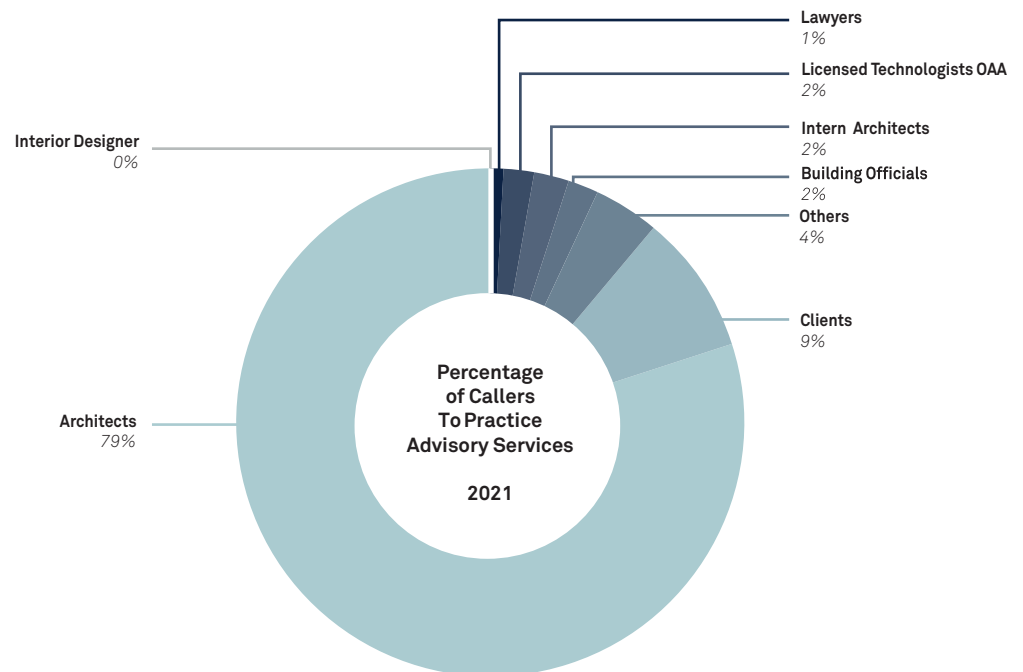
Practice Hotline Stats

The Hotline service addresses questions related to a wide range of issues pertaining to the architectural profession and to the practice of architecture, from succession planning to client relations. The service is used by OAA members and their employees, as well as Intern Architects, clients, building officials, lawyers, procurement departments, contractors, consultants, and other construction-related entities to obtain assistance on various matters.

1597 phone calls + 700 emails

Between 2007 to early 2020, the Hotline experienced continuous growth, reaching a stable average of over 2000 interactions (calls and emails) per year in 2017.

In March 2020, COVID-19 had a major impact in the design and construction industry, which carried over to the use of the Hotline, resulting in fewer annual incoming communications. Despite the relative increase in the number of annual calls and estimated number of emails received compared to 2020, the annual total of these interactions for 2021 was still less than pre-pandemic numbers. However, as discussed below, the PAS team worked to proactively provide more information related to pandemic conditions on the OAA Website.



Requests for Proposal: Alerts and Updates

The **RFP Alert** emails to the membership support the OAA's objective to bring attention to circumstances that put members and practices at risk for allegations of professional misconduct. In many instances, onerous conditions in Requests for Proposals (RFPs) and similar procurement processes can hinder a member's ability to deliver their professional roles and responsibilities. They may also transfer obligations and liability onto the holder of a Certificate of Practice that are uninsurable under professional liability insurance. Clearly, this is neither in the interests of the public nor OAA members.

28 RFP and supplementary conditions to architectural service contracts reviewed

3 RFP alerts issued

In 2021, 28 RFPs were reviewed and three alerts were issued to members. With the issuance of the new OAA Contracts Suite forthcoming, PAS has been exploring opportunities to elevate broader public awareness and understanding of the *Architects Act* and related policies and regulations to reduce instances of problematic language in contracts and RFPs.

In addition to reviewing RFPs and integrating key findings into the new OAA Contracts Suite, PAS took a proactive approach, focusing increased attention this year on talking directly to client-specific groups before RFPs were published. The exercise consisted of reviewing the proposed documents from client-groups in addition to meetings to discuss noted concerns from the OAA. This newer pilot initiative offers the OAA an opportunity to build relationships with client groups and engage proactively before RFPs are made public.

OAA Contracts Suite - Update

In response to the changes in both the industry and Canadian Construction Documents Committee CCDC 2-2020, PAS began the process to revise the standard OAA contracts in order to maintain consistency across the Architects' and Licensed Technologist OAA's roles. The OAA Contracts Suite is a free resource offered to members and the public alike and it provides a standardized and balanced agreement for all parties. PAS's suggested revisions to the OAA 600 contract were endorsed by Council in Fall 2021. The new version responds to changes in legislation and practice with the intent to reduce the need for client-authored supplementary conditions.

Six New Issues of Practice Advisory e-Newsletters

The *Practice Advisory* e-Newsletter is a [bimonthly communication](#) that brings topics to members' attention that have an impact on either management of the practice or management of the project. In addition to excerpting the [Practice Tip 39.1, Best Practices for Review of RFP Language and Supplementary Conditions to OAA 600 and Other Client-Architect Contracts](#), it shares other practice-related information relevant to members. Back issues are posted on the OAA Website.

In 2021, six issues were published, which now include an index for readers to more easily navigate the content. Topics spanned regulation updates, COVID-19, the new CSA standards program, and tools for members.

COVID-19 Response

Starting in March 2020, COVID-19 has had a significant impact on the design and construction industry. The PAS team continued throughout 2021 to provide timely updates to the [COVID-19 webpage](#) as relevant questions arose and as authorities updated legislation and safety measures.

Supporting Other Service Areas at the OAA

PAS staff continue to support the development and updating of both the live and online versions of the OAA Admission Course and Fundamentals of Running an Architectural Practice. The team also worked with the Office of the Registrar to develop content for the OAA Webinar “Understanding Your Role as a Licensed Professional,” which was presented for the first time in early 2021, and also Participated in the “Meet the OAA” virtual presentation to architecture students for the second year in a row.

The PAS team continues to work with the Communications team to make general updates to the documents and suggest usability improvements for the Website.

Scholarships

Under the guidance of the Education Committee, the OAA oversees a **scholarship and awards program** to recognize and celebrate leadership among those pursuing studies in architecture.

Exceptional Leadership Through Design Excellence: Sustainability

For the five Ontario universities with architecture programs, the OAA provides two annual scholarships in the amount of \$2000 each to be awarded to two individual students in any year of the undergraduate program. It also provides one such scholarship to be awarded to a student in OCAD University's Environmental Design program. These scholarships—administered by the schools—are awarded to those students who best demonstrate design excellence and exemplary responses to the climate crisis in a project or assignment.



University of Toronto

John H. Daniels
Faculty of Architecture,
Landscape and Design

Tianyu Zhang (2nd year)
&
Nur Nuri (2nd year)



University of Waterloo

School of Architecture

Riling Chen (3rd year)
&
Chiun Lee (3rd year)
&
Annie Wang (3rd year)
&
Zihao Wei (3rd year)



Carleton University

Azrieli School of
Architecture and
Urbanism

Andrea Booth (3rd year)
&
Bennet Harvey (4th year)



Ryerson University

Department of
Architectural Science

Matthew Chetcuti (4th year)
&
Jessica Lozzo (4th year)



Laurentian University

McEwen School of
Architecture

Landen James (3rd year)
&
Sydney Dupuis (3rd year)



Ontario College of Arts & Design

Environmental Design
Program

Marina Shchekacheva (4th year)

Milic Scholarship

The Milic Scholarship is awarded to a student of Crescent School (Toronto) who has demonstrated “pursuit of excellence in all his/her endeavors and helping others to achieve the same,” “demonstrated academic excellence and leadership within the student body,” and “who is pursuing post-secondary education immediately after graduation.”

This scholarship was set up in memory of Vladan Milic, past president of the OAA. Unfortunately, the scholarship was not awarded in the 2020-2021 school year due to the pandemic.

Architectural Guild Prize Fund

These Medals are awarded annually to the graduating students from each of the five schools of architecture in Ontario who demonstrated exceptional leadership through design excellence combined with innovative approaches to sustainability in an assignment or project.

The following individuals received Guild Medals in 2021:

- Juliette Cook (University of Toronto);
- Omar Ferwati (University of Waterloo);
- Sinan Husic (Carleton University);
- Michael Plummer (Ryerson University); and
- Simao Da Silva (Laurentian University).

Introducing New Scholarships

In 2021, Council approved a new scholarship: the *Exceptional Leadership Through Design Excellence: Equity, Diversity & Inclusion (EDI) and Truth & Reconciliation Scholarship*.

Beginning in 2022, the OAA will provide two additional annual scholarships in the amount of \$2,500 each, to be awarded at the discretion of each of the five schools of architecture in Ontario, to two individual students in any year of an undergraduate or graduate program. The scholarships are intended to recognize exceptional leadership through design excellence as it intersects with Equity, Diversity and Inclusion (EDI) and/or Truth and Reconciliation.

Additionally, the existing Sustainability scholarships will be increased to \$2,500.

Senior Vice President and Treasurer's Report



The Ontario Association of Architects' Financial Statements (FS) for the fiscal year ending November 30, 2021, including the Independent Auditor's Report, are available on the [OAA Website](#). These statements, prepared by Grant Thornton LLP, Chartered Accountants, state on page 1:

the accompanying financial statements present fairly, in all material respects, the financial position of Ontario Association of Architects as at November 30, 2021, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

The Financial Statements and Auditor's Report were reviewed and recommended for approval by the OAA Audit Committee on February 23, 2022. OAA Council approved the 2021 Financial Statements on March 3, 2022.

The following items are of note from the detail of revenue over expenses on page 3 of the Financial Statements:

- Membership for the OAA continued to grow, as seen in prior years, resulting in increased income from member fees.
- The expected decrease in Conference revenue and increase in Direct Program expenses was in line with budget forecasts related to hosting a virtual Conference after the in-person event was cancelled in 2020.
- The Examination for Architects in Canada (ExAC) increased significantly as the exams in 2020 were delayed and administered in 2021.
- The expenses increased for the OAA Headquarters, office services, and operating; this was anticipated as a result of transferring the OAA Mortgage to CIBC to take advantage of lower interest rates which will offset the one-time fee over the next 5 years.
- Legal fees represent an increase in 2021 due to increased Discipline Costs, General Legal, and Practice Legal. Legal was engaged in order to complete the refresh of the OAA's standard architectural contract document.

The primary goal of the OAA financial management plan in 2021 was to continue to focus on internal organizational efficiencies to maximize the value derived from fee revenue. As a result, we are exiting the 2021 fiscal year with total Members' Equity at \$45,032,241 (compared to \$42,495,676 in 2020). Of this total amount, \$32,807,966 is related to OAA's investment in Pro-Demnity. This represents a growth over 2020 of \$2,536,565, including the gain from Pro-Demnity. The remainder of Members' Equity is made up of the three dedicated reserve funds, the depreciated value of capital assets, and the unrestricted accumulated surplus.

For your reference, on the balance sheet, the Major Capital Reserve Fund totals

\$749,735, the Operating Reserve is at \$1,048,127, and the Legal Reserve is at \$162,500. The use of these funds is restricted by the Association's Reserve Fund Policies.

In addition to these restricted amounts, a further \$3,267,851 remains as unrestricted Members' Equity which can be used as an additional contingency to offset shortfalls resulting from unbudgeted expenditures or unanticipated revenue fluctuations. It is generally accepted that not-for-profit organizations such as the OAA may accumulate surplus funds for operating purposes up to the equivalent of one year's operating expenses without jeopardizing their not-for-profit status.

In accordance with OAA reserve fund policies, the total operating reserves are to be maintained at between six and 12 months of net operating costs. Twelve months of operating costs for 2021 are estimated to be \$6,460,100. In 2021, the OAA conducted a Building Reserve Fund Study which included a funding plan to ensure the Reserve Fund remains adequate for the entire 30-year period of the study. Based on the study, at the end of 2021, the Capital Reserve Fund should hold at least \$661,677; the actual year end for the fund is \$749,735. The study also suggests a minimum increase in 2022 of \$154,000—which has been budgeted—and each subsequent year should increase by 2.5% of the total reserve fund balance.

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 Members' Equity. This adjustment takes into consideration such items as depreciation on the building, computers and equipment, and other capital assets, as well as accruals for 2020 and prior year expenses.

In summary, I am pleased to report that, with the continued careful management of the fees you pay to the Association, the OAA finances are well-positioned for the future. To protect this sound financial position, Council has recommended an increase in fees for 2022 of 3.7%, to allow the Association to keep pace with inflation. This is of course subject to ratification by the members at the 2022 AGM.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read 'Agata Mancini', followed by a period.

Agata Mancini, Architect
M.Arch., OAA
Senior Vice President and Treasurer

Financial Summary

TOTAL MEMBERS' EQUITY

\$45,032,241 (\$2,536,565 growth over 2020)

Investment in

\$32,807,966

Pro-Demnity Insurance Company

\$749,735

Major Capital Reserve Fund (\$500,000 redirected from revenue surplus at the close of 2021)

\$1,048,127

Operating Reserve (\$200,000 redirected from revenue surplus at the close of 2021)

\$162,500

Legal Reserve (\$100,000 redirected from revenue surplus at the close of 2021)

\$6,996,062

Property and equipment

Unrestricted

\$3,267,851

In Memoriam (2021)

It's with deep sorrow that the Association learned of the deaths of these members in 2021:

Ronald D. Brandon

Joan Burt

Stephen C. Cohlmeier

Peter J. Cook

Roger J. Farwell

Christopher T. Fillingham

Gerald Andrew Gallacher

Petre Cornel Ionescu

Christos D. Kaltsas

Mona N. Lamontagne

Richard R. Leslie

Brian Raymond McCulloch

Michael C. Miller

Manfred R. Neumann

Joseph Pacek

Peter John Smith

Gerald A. Spring

Ihor Stecura

Peter D. Stewart

Shashikant Washikar

2021 Committee Lists

AUDIT COMMITTEE

Agata Mancini, Senior Vice President & Treasurer
 Donald Chen, Lieutenant Governor in Council Appointee
 Catherine Hermon, Member at Large
 John Stephenson
 Elaine Mintz, Lieutenant Governor in Council Appointee

Staff Support

Kristi Doyle, Executive Director
 Melanie Walsh, Manager, Finance

BUDGET COMMITTEE

Agata Mancini, Senior Vice President and Treasurer
 Gordon Erskine, Councillor
 Lara McKendrick, Councillor

Staff Support

Kristi Doyle, Executive Director
 Peter Manu, Manager, Finance (Acting)
 Melanie Walsh, Manager, Finance

COMPLAINTS COMMITTEE

Ela Eroglu, Chair
 Stewart Adams, Member at Large
 Jose Castel-Branco, Member at Large
 Donald Chen, Lieutenant Governor in Council Appointee
 Donata Delano, Member at Large
 Toon Dreessen, Member at Large
 Vanessa Fong, Member at Large
 Gord Erskine, Councillor
 Reza Hamidi, Member at Large
 Steven Hilditch, Member at Large
 Swapan Jeet-Kaur, Member at Large
 Rommel Lumbao, Member at Large
 Isabelle Massicotte, Member at Large
 Paul William Mitchell, Member at Large
 Anna Richter, Member at Large
 Denis G. Rioux, Member at Large

Staff Support

Claire Hepburn, Deputy Registrar
 Leah Sweed, Coordinator, Investigations

COMMUNICATIONS COMMITTEE

Jennifer King, Chair, Vice President Communications
 Farida Abu-Bakare, Councillor
 J. William Birdsell, Councillor
 Carl Knipfel, Member at Large
 Joël León, Intern Architect

Elaine Mintz, Lieutenant Governor in Council Appointee
 Arezoo Talebzadeh-Rezaeeraad, Member at Large

Staff Support

Erik Missio, Manager, Communications
 Tamara King, Administrator, Website and Communications
 Cynthia Mykytyshyn, Communications Specialist
 Chantelle Ng, Coordinator, Communications
 Lindsay Wu, Architectural Graduate

COMPREHENSIVE EDUCATION COMMITTEE

Natasha Krickhan, Chair, Vice President Education
 Heather Breeze, Intern Representative on Council
 Maria Denegri, Member at Large
 Christina Facey, Member at Large
 Janet Harrison, Member at Large
 Christopher Johnson, Student Associate
 Jeffrey Laberge, Councillor
 Shane Laptiste, Member at Large
 Hadi Mehdizadeh Jafari, Member at Large
 Krystyna Ng, Member at Large

Staff Support

Ellen Savitsky, Manager, Education and Development

DISCIPLINE COMMITTEE

Paul Hastings, Chair, Vice President Regulatory
 Vincent Alcaide, Member at Large
 Rick Bruynson, Member at Large
 B.J. (Eddie) Edmundson, Member at Large
 Catherine Friis, Member at Large
 James Hargreaves, Member at Large
 Elaine Mintz, Lieutenant Governor in Council Appointee
 Peter Ortved, Member at Large
 Michelle Longlade, Lieutenant Governor in Council Appointee

Staff Support

Christie Mills, Registrar
 Gail Hanselman, Administrator, Certificate of Practice

EDUCATION COMMITTEE

Susan Spiegel, President
 Agata Mancini, Senior Vice President & Treasurer
 Settimo Vilardi, Vice President Practice

Staff Support

Kristi Doyle, Executive Director

EXPERIENCE REQUIREMENTS COMMITTEE (ERC)

Paul Hastings, Chair, Vice President Regulatory
 Monica Aggarwal, Member at Large
 Andrea Rebeca Buchsbaum, Member at Large
 Toon F. Dreessen, Member at Large
 Suzanne Crysdale Graham, Member at Large
 Michelle Kay Grant, Member at Large
 Giuseppe Joe Iozzo, Member at Large
 Thea Karlavaris, Member at Large
 Izabela Kazanczuk, Member at Large
 Rommel Lumbao, Member at Large
 Kirtidev Mehta, Member at Large
 Deo M. Paquette, Councillor
 Lorne Rose, Member at Large
 Yue Wu, Member at Large

Staff Support

Christie Mills, Registrar
 Kim Wray, Administrator Licence
 Camelia Bostan, Administrator Licence

FEES MEDIATION COMMITTEE

J. William Birdsell, Chair
 Barry Cline, Councillor
 George Christoff, Member at Large

GOVERNANCE COMMITTEE

Kathleen Kurtin, Chair, Immediate Past President
 Jeffrey Laberge, Councillor
 Michelle Longlade, Lieutenant Governor in Council
 Appointee
 Elaine Mintz, Lieutenant Governor in Council Appointee
 Susan Speigel, President

Staff Support

Kristi Doyle, Executive Director
 Robin Darling, Human Resources Administrator

INTERNS COMMITTEE

Farida Abu-Bakare, Chair, Councillor
 Heather Breeze, Intern Representative on Council
 Peter Berton, School of Architecture Representative,
 University of Toronto
 Samantha Bite, Architect
 Carl Caliva, Student Associate
 Vincent Hui, School of Architecture Representative,
 Ryerson University
 Ilsa Khan, Student Associate
 Natasha Krickhan, Vice President Education
 Joël León, Communications Committee Intern Architect
 Liaison
 Dallas Mahaney, Student Associate
 Nassouh Mahfouz, Architect
 Diane Schunk, School of Architecture Representative,

University of Waterloo
 Stefanie Siu Chong, Architect
 Vineetha Sivathanan, Intern Architect
 Saman Soleimani-Deilamani, Intern Architect
 Michael Stock, Architect

Staff Support

Christie Mills, Registrar
 Lashmi Ollivierre, Administrator, Internship in Architecture
 Program

JOINT OAA/ARIDO TASK FORCE

Susan Speigel, President
 Gordon Erskine, Councillor
 Agata Mancini, Senior Vice President & Treasurer

OAA BUILDING COMMITTEE

Sheena Sharp, Chair
 Gordon Erskine, Councillor
 Kathleen Kurtin, Immediate Past President
 Andrew Ross Thomson, Councillor

Staff Support

Kristi Doyle, Executive Director
 John Thomas, Maintenance Technician

OAA/OGCA BEST PRACTICE COMMITTEE

Susan Speigel, President
 Kristiana Schuhmann, Vice President Strategic
 Settimo Vilardi, Vice President Practice

Staff Support

Kristi Doyle, Executive Director
 Mélisa Audet, Manager, Practice Advisory Services

OAA TRUSTEES

Farida Abu-Bakare, Councillor
 Barry Cline, Councillor
 Deo Paquette, Councillor

OAAAS BOARD

Christine Facey, Lic.Tech.OAA
 J. William Birdsell, Councillor
 Francis Guanlao, Lic.Tech.OAA
 Jennifer King, Lic.Tech.OAA, Councillor
 Jamie Kuhl, Lic.Tech.OAA
 Rick Mateljan, Lic.Tech.OAA, OAAAS President
 John Romanov, Architect
 Nicola Russo, Lic.Tech.OAA

POLICY ADVOCACY COORDINATION TEAM (PACT)

Kristiana Schuhmann, Chair, Vice President Strategic
 Susan Spiegel, President
 Len Abelman, Member at Large
 Toon Dreessen, Past President, Member at Large
 Arnav Garde, Member at Large
 Settimo Vilardi, Vice President Practice

Staff Support

Adam Tracey, Manager, Policy and
 Government Relations
 Sara Trotta, Policy Analyst

PRACTICE RESOURCE COMMITTEE

Settimo Vilardi, Chair, Vice President Practice
 David Colussi, Member at Large
 Ted DuArte, Member at Large
 Sara Jordao, Member at Large
 Steven Kirshenblatt, Member at Large
 Rick MacEwan, Member at Large
 Laszio A. Mohacsi, Member at Large
 Cory Stechyshyn, Member at Large
 David Tsang, Member at Large
 Nevil Wood, Member at Large
 Wendy Yu, Member at Large

Staff Support

Allen Humphries, OAA Practice Advisor
 Mélisa Audet, Manager, Practice Advisory Services
 John Hackett, Pro-Demnity Insurance

PRACTICE REVIEW COMMITTEE

Settimo Vilardi, Chair, Vice President Practice
 Peggy P.K. Chiu, Member at Large
 Sandra F. Smith, Member at Large

Staff Support

Mélisa Audet, Manager, Practice Advisory Services

PRO-DEMNITY INSURANCE COMPANY BOARD OF DIRECTORS

Joanne McCallum, Chair
 Peter Berton, Member at Large
 Debbie Fischer, Member at Large
 Barbara Haynes, Member at Large
 Debra Krakow, Member at Large
 Kathleen Kurtin, OAA Interlocking Director
 Binah Nathan, Member at Large

Bruce Palmer, President & CEO
 Hari Panday, Lead Director
 Lea Ray, Member at Large
 Agata Mancini, OAA Senior Vice President & Treasurer
 Settimo Vilardi, OAA Interlocking Director
 Jamie Wright, Member at Large

PUBLIC INTEREST REVIEW COMMITTEE (PIRC)

J. William Birdsell, Councillor
 Barry R. Cline, Councillor
 Elaine Mintz, Lieutenant Governor in Council Appointee

Staff Support

Claire Hepburn Deputy Registrar
 Leah Sweed, Coordinator, Investigations

REGISTRATION COMMITTEE

Paul Hastings, Chair, Vice President Regulatory
 Raimondo Cuda, Member at Large
 Jeremiah Gammond, Member at Large
 Chris Montgomery, Member at Large
 Brigitte Wai Yee Ng, Member at Large
 Deo Paquette, Councillor

Staff Support

Christie Mills, Registrar
 Gail Hanselman, Administrator, Certificate of Practice

SUSTAINABLE BUILT ENVIRONMENT COMMITTEE (SBEC)

Kristiana Schuhmann, Chair, Vice President Strategic
 Cheryl Atkinson, Ryerson University Representative
 Shannon Bassett, Laurentian University Representative
 Terri Boake, University of Waterloo Representative
 Sam Dufaux, University of Toronto Representative
 Mariana Esponda, Carleton University Representative
 Vivian Lee, University of Toronto Representative
 Veronica Madonna, Member at Large
 Mae Shaban, Member at Large
 Erik Skouris, Member at Large
 Andrew Thomson, Councillor
 Geoff Turnbull, Member at Large
 Karl van Es, Member at Large

Staff Support

Sara Trotta, Policy Analyst

**SUB-COMMITTEE ON BUILDING CODES
AND REGULATIONS (SCOBCAR)**

Settimo Vilardi, Chair, Vice President Practice
Wendy Barner, Member at Large
George Christoff, Member at Large
Gerry Conway, Member at Large
Carrie Hunter, Member at Large
Yang Jin, Member at Large
Patrick Luckie, Member at Large
Larry May, Member at Large
Lara McKendrick, Councillor
Elektra Vrachas, Member at Large

Staff Support

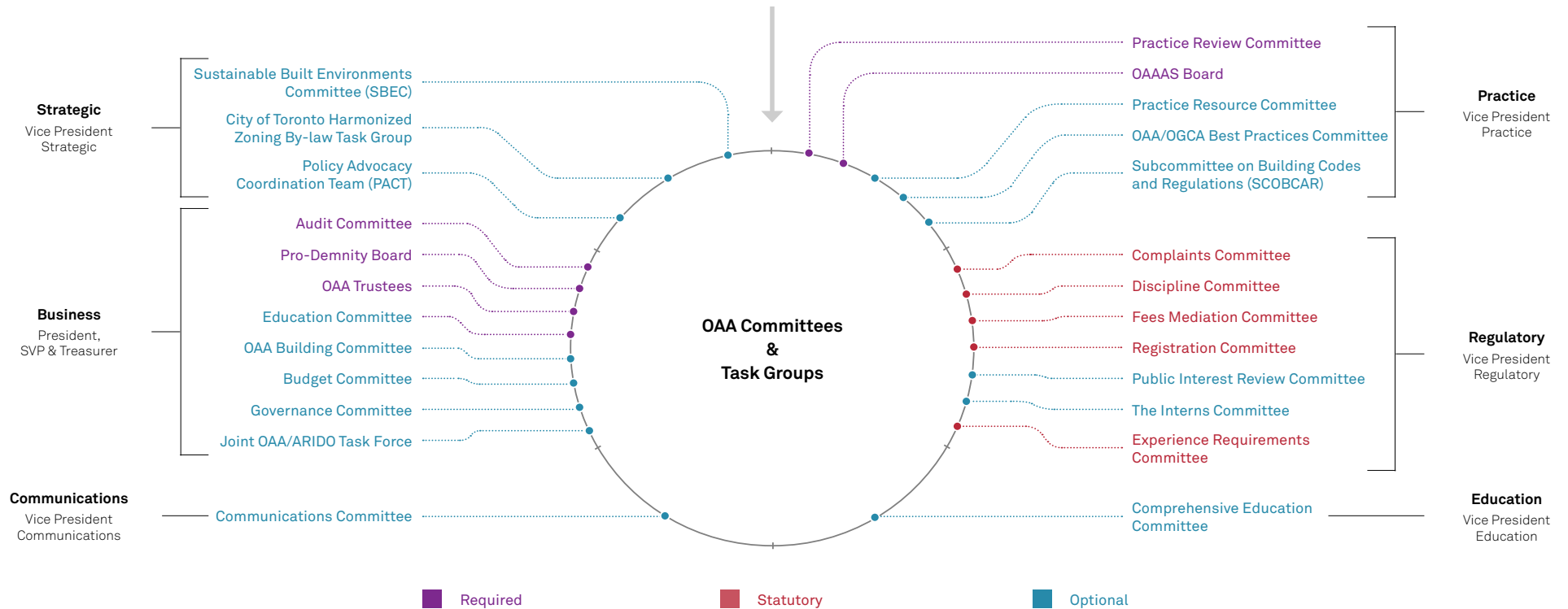
Allen Humphries, OAA Practice Advisor
Mélisa Audet, Manager, Practice Advisory Services

OAA COMMITTEE STRUCTURE



Ontario Association
of Architects

OAA COUNCIL



OAA Council



Susan Speigel
President
City of Toronto



Agata Mancini
Senior Vice President & Treasurer
City of Toronto



Kathleen Kurtin
Immediate Past President
City of Toronto



Paul Hastings
Vice President Regulatory
Central Ontario



Jennifer King
Vice President Communications
Licensed Technologist OAA



Natasha Krickhan
Vice President Education
Province of Ontario



Kristiana Schuhmann
Vice President Strategic
City of Toronto



Settimo Vilardi
Vice President Practice
Western Ontario



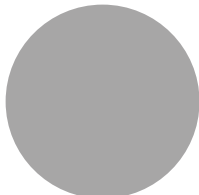
Farida Abu-Bakare
City of Toronto



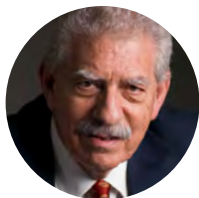
J. William Birdsell
Province of Ontario



Heather Breeze
Intern Representative



Donald Chen
Lieutenant Governor in Council Appointee (until August 29)



Barry Cline
Province of Ontario



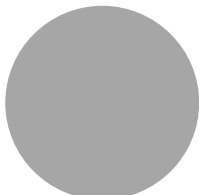
J. Gordon Erskine
Eastern Ontario



Jeffrey Laberge
Northern Ontario



Michelle Longlade
Lieutenant Governor in Council Appointee



Lara McKendrick
Eastern Ontario



Elaine Mintz
Lieutenant Governor in Council Appointee



Deo Paquette
Province of Ontario



Gaganjot Singh
Lieutenant Governor in Council Appointee



Andrew Thomson
Central Ontario

OAA Staff

Abhishek Chaudhary	Information Systems Administrator
Adam Tracey	Manager, Policy & Government Relations
Allen Humphries	Practice Advisor
Ashley Ward	Coordinator Development, Continuing Education
Camelia Bostan	Administrator, Licence
Chantelle Ng	Administrator, Digital Communications & Social Media
Christie Mills	Registrar
Claire Hepburn	Deputy Registrar
Colm Murphy	Practice Advisor
Cynthia Mykytyshyn	Communications Specialist
Donna-Mae Chapman	Receptionist
Ellen Savitsky	Manager, Education & Development
Erik Missio	Manager, Communications
Felix Woehler	Webinar Coordinator, Continuing Education
Gail Hanselman	Administrator, Certificate of Practice
Garry Neil	OAAAS Executive Director
John Thomas	Maintenance Technician
Jon Clark	National ExAC Co-Administrator
Kim Wray (retired 2021)	Administrator, Licence
Kristi Doyle	Executive Director
Lashmi Ollivierre	Administrator, Internship in Architecture Program
Leah Sweed	Coordinator, Investigations
Lindsay Wu	Architectural Graduate
Mei Chen	Administrator, Finance
Melanie Walsh	Manager, Finance
Mélisa Audet	Manager, Practice Advisory Services

Ria Soriano	Administrative Assistant, Internship in Architecture Program (IAP)
Robin Darling	Manager, Human Resources
Rommy Rodrigues	OAAAS Associate Executive Director
Romy Poletti	Coordinator, Special Projects
Sara Trotta	Policy Analyst
Tamara King	Administrator, Website & Communications
Thea Karlavaris	Experience Review Architect
Tina Carfa	Executive Assistant, Executive Services
Violet Magowan	Administrative Assistant, Continuing Education
Wendy Ortega	Administrative Assistant, Finance

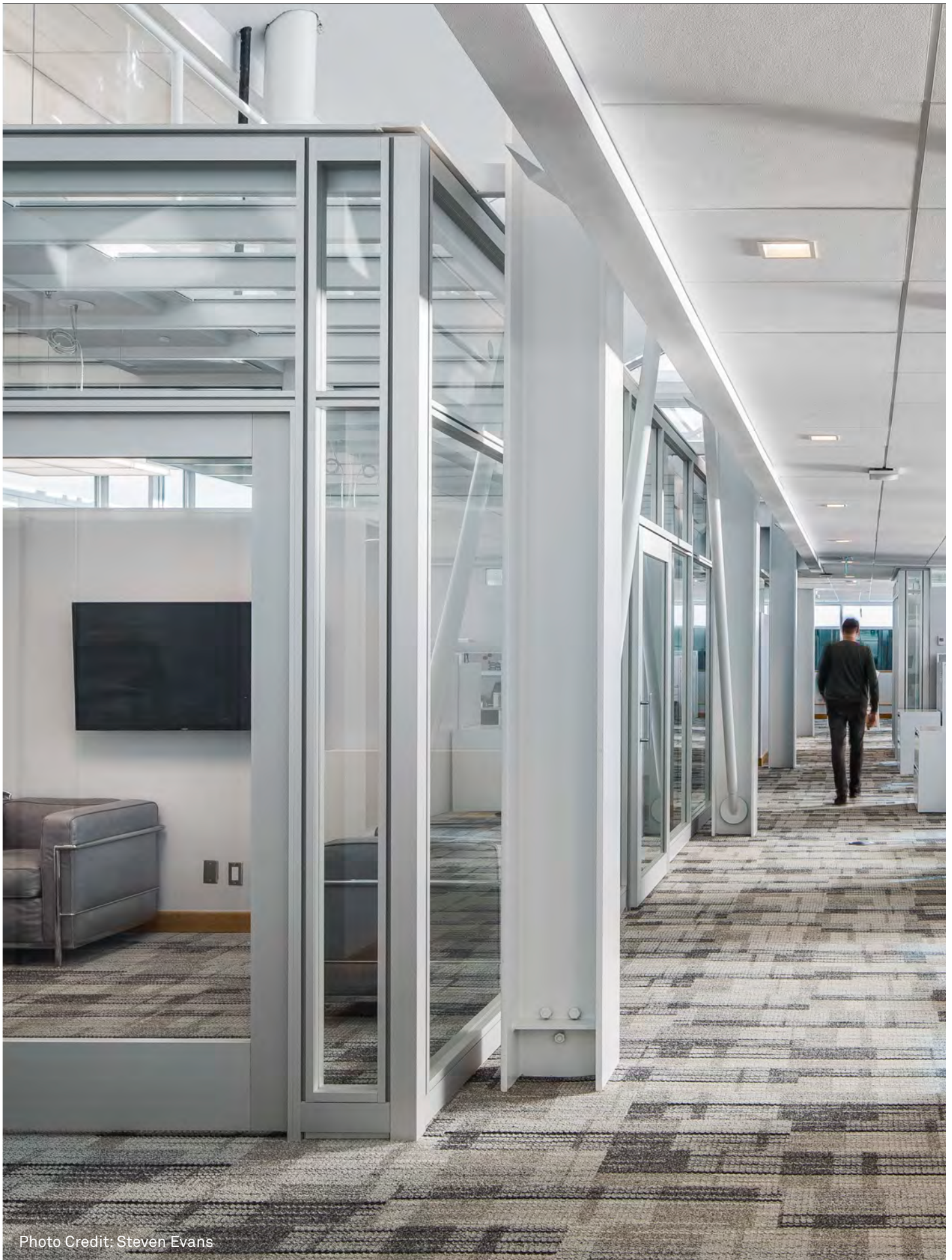


Photo Credit: Steven Evans