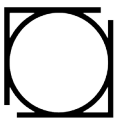

22

Annual Report



Ontario Association
of Architects



Photo Credit: Andrew Grinton

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.

Values

Professional | Accountable | Transparent | Ethical

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 2022, the OAA included:

- 4735 Architects;
- 152 Licensed Technologists OAA;
- 37 Non-Practising Architects;
- 1949 Intern Architects;
- 182 Intern Technologists;
- 400 Life Members;
- 251 Retired Members;
- 637 Student Associates; and
- 37 Honorary Members.

There are 1982 architectural practices in Ontario.

Submitted to the
LIEUTENANT GOVERNOR IN COUNCIL

Date: MAY 9, 2024

To serve the public interest and support the architectural profession, the Association provides 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;
- 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 35.



Photo Credit: Andrew Grinton

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President's Message



While we're still working through the many waves and impacts of the pandemic, 2022 has nevertheless felt like a year of positive *action* and *transformation* for the OAA after what was a challenging and lengthy pause.

Under the leadership of Council and Executive Director Kristi Doyle, the OAA wasted no time in engaging a strategic planning consultant after a 2021 Operational Review that, among other things, recommended a move toward longer-term visioning and planning. We began the year diving into the intensive months-long process of shaping a strategic plan. We needed to hone who we are and what we do—and what we do not do—to ensure the Association's guiding principles and actions are in line with our regulatory responsibilities as set out in the *Architects Act*. It is our duty to monitor and attend to the broader regulatory terrain, and to respond to ongoing and critical scrutiny. This self-awareness ensures we continue to be well-equipped to serve the public interest in a constantly changing world.

The resulting [OAA Five-Year Strategic Plan](#) forms the final cornerstone of our big-picture **OAA Renew+Refresh**, which included our building renovations, a new visual identity and website, and of course, the Operational Review.

The five-year strategic plan considers all facets of the OAA's guiding principles and refines key aspects to avoid redundancies and ensure we are 'staying in our lane.' We removed our mission statement to foreground our vision statement, our mandate, key themes, and values, alongside four overarching strategic priorities. This approach brings clarity to all our roles and illuminates the path forward over the coming years, giving increased meaning and shape to our actions.

Beginning at this same time, we began the careful transition back to in-person, with staff returning to the office under a hybrid model, and the OAA hosting the annual Conference in-person at Beanfield Centre in downtown Toronto, with virtual offerings alongside. [Inspiring Climate Action](#)—the OAA's first hybrid Conference—took place May 11 to 13 with rousing sessions covering a range of topics from the philosophical to the practical. As with many firsts, there were a few bumps, but overall it was agreed to be a successful approach to providing accessible options to those who otherwise would not be able to participate.

Given the OAA's ongoing commitment to Climate Action, we strive to make resources, like the Conference, available to members to support their learning about this crucial challenge. The recently revised [Climate Action section](#) of the OAA Website continues to provide such resources and tools, including our [Total Energy Use Intensity Calculator](#), webinars, helpful third-party information, and a forthcoming Case Studies section that will allow members to share successful sustainable projects with a wide audience. Since the built environment has a substantial impact on greenhouse gas emissions, having an educated and skilled architecture profession in Ontario is paramount for serving and protecting the public interest. Accordingly, as part of this ConEd cycle, hours are required in the content area of climate stability; we must each acknowledge

our collective responsibility to design climate-stable solutions into all new construction and renovation projects.

As someone who cares deeply about this defining (and distressing) issue, I have been reassured countless times by my colleagues' eagerness to do more. We received great feedback after our [Keynote address by climate scientist Katharine Hayhoe](#) in March, and it demonstrates the wealth of existing knowledge and passion about the climate among OAA members. It is clear to me that our profession is ready to take responsibility for our role in solving the climate crisis. I have seen this first-hand over my two years as President—I truly believe we have the commitment and momentum to shape a positive future.

The OAA's strategic plan is also underpinned by the equally important theme of equity, diversity, and inclusion, and we strive to infuse an inclusive and reconciliatory mindset into all aspects of our work. This year, the OAA worked with Creative Fire, an Indigenous-led consulting agency, to consider and develop [land acknowledgments](#) appropriate to both our headquarters in Toronto and to Ontario as a whole. Council, staff, and members are encouraged to use these concepts to inform their own acknowledgments.

It will come as no surprise that the OAA is in support of this fabulous initiative, the [Quality in Canada's Built Environment: Roadmaps to Equity, Social Value, and Sustainability](#). I am keenly involved in this new research partnership for addressing the quality of public environments in urban spaces, buildings, and landscapes. This impressive collaboration was spurred on by funding from the Social Sciences and Humanities Research Council of Canada's (SSHRC), with climate action and equity, diversity, and inclusion as central tenets driving the project. The findings of this holistic investigation will inform the future of our profession in this province and all of Canada through the participation of the 14 Schools of Architecture.

We were also pleased to see the release of a [comprehensive study](#) examining best practices for Long-Term Care community design. In partnership with Jacobs Canada, the OAA supported much-needed research from the University of Toronto Centre for Design + Health Innovation; the report, authored by Dr. Stephen Verderber of UofT's John H. Daniels Faculty of Architecture, Landscape, and Design, examines numerous case studies and offers a set of comprehensive design considerations. In light of the unprecedented financial commitment offered by the current provincial government to address the needs of some of our most vulnerable community members, the insight shared in this report bolsters the architectural profession's response to the Long-Term Care crisis in our province with care-driven, quality design solutions.

I was also pleased to see yet another successful year of our [Queen's Park Picks](#). This program, held in concert with World Architecture Day in October, is a powerful annual tool for connection with the public and with our members of provincial parliament. It tells us a great deal about how architecture figures into

people's lived experience, and I watch with interest each year when the nominations come in. It also gives us a chance to connect with local MPPs, establishing common ground in our shared love of architecture.

In our capacity as a regulatory body, the OAA pays careful attention to decisions made by these same members of provincial parliament, and we stand ready to advance the public interest when we know there is room for improvement. For better or worse, the recent passing of *Bill 23: More Homes Built Faster Act* augurs big change in our province. The OAA was quick to review, consult our SME's in the profession and respond to this ambitious legislation, noting its strengths while also challenging its weaknesses and [calling on our leaders](#) to choose a balanced approach to addressing our province's housing crisis. Unfortunately, the OAA's recommendations were not heeded, and time will tell how this new legislation will impact our profession and the work we do across Ontario in service of the public. Regardless, it is incumbent on each of us to use our good judgment in designing safe, sustainable, equitable, and livable spaces.

In my time as President, it has become abundantly clear to me that the path to success lies in teamwork, approached with open ears and open minds. I have found tremendous value in meeting with the [Local Societies](#), where I have listened to and learned about the issues that matter to members on the ground and the communities they serve. I truly believe the Local Societies are essential to the work of the OAA – they are entrenched in their communities in ways not available to us as the regulator, and play an invaluable role in advocating for the public and profession alike. With this feedback in hand, the OAA can then leverage its position at the table with leaders and decision-makers. It has been humbling to recognize the OAA is but one node in a complex network of actors, all working together to ensure the built environment serves people in the best possible ways.

We face big challenges and I am buoyed by the incredible work ethic, dedication, intelligence, and skill that I am surrounded by every time I visit with the Local Societies, collaborate with staff on key projects, and especially when seated at the Council Table. It has been my absolute pleasure to have been your President these last two years and I look forward to continuing our great work with Council as your Immediate Past-President.



Susan Speigel
OAA, FRAIC
President 2021-2022

Executive Director's Report



It was an exceptionally busy year for the OAA as our decade-long intentional and focused journey of improvement continued. Twenty twenty-two played a pivotal role in this trajectory as we undertook and realized a number of substantial initiatives.

When reflecting on the many actions the Association and its governing Council have taken over the last decade, the plan of continuous improvement is easy to visualize. The decade began with deep deliberation centred around the future of the OAA Headquarters, culminating in a major renovation and revitalization between 2017 and 2019. To meet changing needs for accessibility and usability, the OAA Website was redesigned and relaunched in 2020 in tandem with a contemporary logo and updated brand identity. In 2021, the OAA conducted a comprehensive operational review wherein 38 recommendations were identified and approved.

All of the above tied together nicely in 2022 as we embarked on a concentrated strategic planning effort to generate a new [five-year strategic plan](#) for the OAA. Implementation of the plan allowed us to then move seamlessly into a governance review to improve efficiencies in how we conduct business. The OAA has benefited greatly from the momentum sustained by current staff, Council, and our many dedicated volunteers.

Before I say more on these major accomplishments, let me first say it was a very happy moment when the OAA officially reopened its doors to everyone in May. We celebrated with a gathering of members, colleagues, and friends of the OAA to launch the annual Conference festivities. While the grand re-opening was originally slated to take place immediately after renovations were completed, the pandemic put those plans on hold. Nevertheless, it was well worth the wait! We have been pleased to welcome people back to the building and to show off the exciting results of our Renew + Refresh retrofit first-hand; from Doors Open tours to private guided tours with key decision-makers to Continuing Education sessions studying the building, the OAA Headquarters is living up to our vision as a model for net-zero design.

Recognizing that everyone wants to move on from the strain of the last few years, I am not inclined to say much more about operations through the third year of the pandemic. I will reiterate, however, that the OAA was well-positioned to deal swiftly with the circumstances, which meant early recognition of new opportunities for virtual and remote work as well as membership participation. The OAA has adopted a hybrid model for its ongoing operations, acknowledging the improvements this fosters in work life balance for not only our staff, but also Council and members who are volunteering their time.

Strategic Planning: Development and Implementation

In direct response to the recommendations of the OAA's 2021 operational review, the OAA engaged Kathy McLaughlin & Associates in late 2021 to support the development of a Five-Year Strategic Plan to guide the Association and its governing Council. The process examined all aspects of our activities,

developing a pathway to ensure all facets of governance and operations are moving as one and in line with our primary role as a professional regulator. This process helped focus and orient the functions of the OAA, which had, over the years, become somewhat ambiguous in the eyes of our stakeholders.

OAA Council pledged to follow the plan that has been operationalized by aligning staff and Committee work, as well as all new initiatives, toward a central set of strategic goals. The five-year strategic plan (outlined in greater detail in the Strategic Planning + Priorities Section of this report) is notably value-oriented and forward-thinking. It gives me great satisfaction to see such commitment to the public interest so well-articulated in this new roadmap.

Extending from the strategic planning exercise in response to another key recommendation from the operational review, the OAA's Governance & HR Committee led a governance review over the summer months. The review was primarily motivated by a proactive desire to move from a good place to a better place, a natural next step in the multi-pronged 'refresh' for the OAA. Kathy McLaughlin & Associates identified three areas of potential change for consideration, including:

- Council and Executive Committee composition, roles, and responsibilities;
- governance compliance; and
- Council meeting policies, procedures, and conduct.

The Committee presented their final recommendations to Council in the late fall, and the following were adopted:

- OAA Committee realignment;
- a more even distribution of Council workload; and
- clear parameters for Council and Committee responsibilities in relation to the strategic plan rather than individual portfolios.

Already, we have made improvements to the standard Committee Terms of Reference template, as well as best practices for Committee leadership and governance. Council Orientation materials have been updated to better delineate Councillor roles and responsibilities as well as the regulatory mandate of the OAA.

Operational Review: Progress and Actions

September marked the completion of the first year of a five-year implementation plan to address the 38 approved recommendations. As a reminder, the operational review recommendations were categorized as follows:

- Develop, Implement, and Monitor Five-Year Strategic Plan;
- Invest in Equity, Diversity, and Inclusion at the OAA;
- Define Roles and Accountability;
- Minimize Risk to the Organization;

- Develop Necessary Organizational Capacity to Meet OAA Needs and;
- Ensure Safe and Effective Workplace Environment.

While some recommendations are singular tasks to be checked off the list, others are more robust and require ongoing monitoring once implemented. A number of these specific 'low-hanging fruit' have been addressed and marked complete in year one. In addition to realizing the OAA's new strategic plan and a governance review, the following achievements are also of note in 2022:

- first stage of a two-year IT transition plan, as well as data and file management/cleanup process;
- introduction of additional training as well as new policies and procedures in response to recommendations to ensure a safe and positive work environment for staff;
- addressing gaps in our staff complement and considering organizational structures in 2023;
and
- official transition of the OAA Technology Program, formally administered under the Ontario Association of Applied Architectural Sciences (OAAAS), to be under the purview of the OAA.

It has indeed been a very productive year. 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 2022.

As always, my sincere thanks to the OAA staff, a team of incredibly capable and dedicated individuals without whom our work would not be possible. And finally, thank you to the members of OAA Council and the hundreds of member volunteers who so freely give their time each year to help further the Association's impact. I look forward to working together to achieve big things in 2023.



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.

In previous years, the Association's governing Council would set strategic priorities at the beginning of each year to direct activities for the year ahead. However, in 2022, in response to the recommendations of the 2021 Operational Review, and with input and support from Council, Executive Director Kristi Doyle, and OAA Staff and stakeholders, the OAA undertook a strategic planning process to establish priorities and themes under a [Five-Year Strategic Plan](#) that would guide the Association's work over a longer term.

Council and key staff leaders worked intensively with consultants Kathy McLaughlin & Associates to review the current state of Association initiatives, projects, and guiding principles to ensure their appropriateness in relation to its regulatory responsibilities under the *Architects Act*. This detailed consultation process produced a situational analysis that confirmed the OAA's mandate, clarified its vision, and allowed for the creative work of identifying strategic goals and priorities for the coming years.

In reviewing the OAA's mandate, Council reconfirmed a clear commitment to focus on the primary objective of the OAA as a professional regulator—a mandate legislated by the Ontario government for provincial regulators like the OAA that comes directly from the *Architects Act*.

The five-year strategic plan includes the OAA's commitment to address two very important governance themes over the next five years: [Climate Action](#) and [Equity, Diversity, and Inclusion](#). These themes have been key drivers for the Association for the last few years as they are primary concerns affecting the public interest. These will continue to serve as overarching guiding principles against which all work must align.

The plan also outlines four clear foundational goals that will shape activities in the coming years:

- **Regulatory Leadership;**
- **Governance and Operations;**
- **Member Competency; and**
- **Public Education.**

Each goal has a clear definition of success, along with an outline of initiatives that will be pursued to get there. Each also has a set of measurable targets to allow continual monitoring of progress. OAA Council has committed to leveraging its investment in this new strategic plan by aligning staff and Committee work, as well as all new initiatives, around these strategic goals. A new decision-

making framework has been adopted to ensure continued alignment, and the plan will be reviewed annually to evaluate its currency and relevance.

Moving Strategic Priorities Forward

Once the new Strategic Plan was finalized, the OAA wasted no time in setting things in motion.

Regulatory Leadership

This priority is intended to bring the OAA's regulatory framework into alignment with current legal principles for professional regulators and modernize the OAA's legislative and governing documents to ensure the public interest continues to be served and protected. In 2022, the OAA:

- developed an online Mentor Directory with self-identification options;
- completed transition to fourth Internship in Architecture Program (IAP);
- achieved full compliance with the Office of the Fairness Commissioner (OFC) annual audit;
- created licence application “Good Character” policy and procedures;
- established “Right-Touch” regulatory administration procedures for enforcement matters;
- implemented a new case management system for *Architects Act* enforcement and Complaint matters;
- modernized the Complaints process to minimize inefficiencies and enhance trust;
- updated policies and procedures related to licence exemption requests to Council;
- created new candidate resources for Council elections;
- increased capacity through additional staffing;
- oversaw the final integration of the OAA Technology Program into the Association;
- advanced its position with the Ministry of the Attorney General through key meetings to review the *Architects Act*; and
- advanced its position with the Office of the Fairness Commissioner and Ministry of Labour, Immigration, Training, and Skills Development relative to the amendments to the *Fair Access to Regulated Professions and Compulsory Trades Act*.

Governance and Operations

This priority is intended to enhance the Association's governance and operational practices to ensure an effective, inclusive, resilient, and transparent organization. This year, the OAA:

- implemented a hybrid working model for OAA operations, staff, and Council;
- identified inefficiencies in workflow and implemented IT solutions as appropriate;
- completed a five-year Strategic Plan to guide actions and initiatives;

- worked with a third-party consultant to carry out a Governance Review;
- increased capacity by filling high-priority staffing gaps;
- consolidated Committee structure and installed a suite of new advisory groups to support staff and Council as needed (in preparation for 2023);
- amended the OAA Committee Terms of Reference to clearly delineate roles, responsibilities, and expectations;
- approved the redistribution of Council workload, including reducing the number of Vice Presidents on Council; and
- introduced mandatory work plan proposals for all committees and new projects.

Member Competency

This priority ensures 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. In 2022, the OAA:

- added Climate Action to Continuing Education requirements for the current cycle;
- increased capacity through additional staffing;
- hosted a “sold-out” NOW Lecture at OAA Headquarters;
- continued to deliver bi-weekly ConEd Webinar Series to 8000+ registrants;
- launched the Fundamentals of Running an Architecture Practice course in collaboration with University of Toronto School of Continuing Studies;
- provided direct support through the OAA Hotline;
- introduced an updated OAA Contract suite and accompanying explanatory webinars; and
- negotiated substantial discounts for OAA Members for both Passive House Canada and CSA Standards.

Public Education

The OAA will prioritize advancing 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. With this focus in mind, the OAA:

- hosted guided tours at the OAA Headquarters, including Doors Open Toronto 2022 (which welcomed over 500 people);
- direct outreach to client groups to improve the RFP process;
- created a dedicated staff position tasked with public education and outreach;
- hosted another successful Queen’s Park Picks event and brokered relationships with new members of provincial parliament;
- supported external initiatives aimed at public awareness of and appreciation for the profession;
- delivered presentations to a range of audiences;
- updated and improved key pages on the OAA Website aimed at public and practitioner education alike;
- updated the Local Architectural Society Handbook;

-
- participated in numerous public consultations, some related to building code harmonization; and
 - supported key research through University of Toronto around Long-Term Care.

Strategic Themes

The new [five-year strategic plan](#) integrates the OAA's commitment to address two very important environmental and social governance themes over the coming years: **Climate Action** and **Equity, Diversity, and Inclusion**. Already identified as key drivers in recent years, these themes have been enshrined in the plan and will act as lenses to inform all work carried out by the Association.

Climate Action

The climate change emergency's far-reaching effects have positioned it as one of the defining global challenges today. As such, **Climate Action** will be a central theme of the OAA's work for the coming years.

The construction and operation of the built environment has a substantial impact on embodied carbon, energy use, and emissions, so having an educated, skilled architecture profession able to design a built environment—including dwellings and communities—that is resilient and sustainable is paramount for the public interest. The architecture profession is ideally suited to provide new, thoughtful solutions. As its regulator, the OAA maintains a focus in its programming and framework to promote ongoing member competency (including the education and resources) needed to incorporate climate-stable design approaches in both new construction and renovation. The Association also partners with other industry stakeholders to strengthen code requirements and to raise public awareness about architecture's role in lowering environmental impacts.

The OAA continues to integrate Climate Action as a way of doing business, in an effort to 'walk the talk.' Examples include:

- reopening the OAA Headquarters to the public, with guided tours offered to showcase the many sustainable building solutions and model net-zero design;
- highlighting the Headquarters' climate-oriented design solutions on screens in central atrium;
- reducing fossil-fuel-reliant transportation by allowing all meetings to also be offered virtually, enabling staff to work from home multiple days a week, and allowing guest speakers and presenters to participate remotely; and
- OAA in-person events are organized with sustainability in mind, endeavouring to source local suppliers, point to public transit options, and reduce waste whenever possible.

Guided by this theme, in 2022 the OAA:

- dedicated the OAA 2022 Conference to the theme of *Climate Action* with hybrid program options to reduce travel;
- negotiated a discount for Passive House Canada courses, valid until June 2024;
- included a mandatory Continuing Education requirement for climate-related content;
- supported organizations and individuals doing climate action work through

- awards and sponsorships;
- discussed climate action at Local Societies tour in the fall;
- urged leaders to prioritize climate in decisions and policies such as the *More Homes Built Faster Act* and the revised Building Codes;
- led guided tours of OAA Headquarters to showcase sustainable design features as part of *Doors Open Toronto*; and
- updated the Climate Action page of the OAA Website, including funding opportunities to support climate-oriented projects.

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 continues to ask critical questions and take necessary steps to move toward a more just and equitable profession. This includes striving to eliminate barriers to work and advancement within the architecture profession on the basis of citizenship, race, place of origin, ethnic origin, colour, ancestry, disability, age, creed, sex, pregnancy, family status/marital status, sexual orientation, gender identity, gender expression, receipt of public assistance (in housing), and record of offences (in employment).

In early 2021, a dedicated Equity, Diversity, and Inclusion and Truth and Reconciliation Working Group was established at the direction of OAA Council. The group proposed [40 recommendations](#), which set achievable goals; timelines, mandated responsibilities, existing initiatives, overlapping recommendations, key performance indicators, and ongoing program maintenance were all considered. These recommendations continue to inform how the strategic theme of **Equity, Diversity, and Inclusion (EDI)** is actioned at the OAA.

Demographics Survey

An annual initiative driven by OAA Council, the voluntary and anonymous [OAA Demographics Survey](#) collects race-based and other identity-relevant aggregated data to measure progress as the Association works to better address equity, diversity, and inclusion in the architecture profession. Administered by research firm Stratcom, its questions are based on the original 2021 survey developed and administered by the Association in consultation with equity consultant Nicole Bernhardt. Surveys will be issued alongside the annual individual fees renewal timeline and process (December to March).

There was a good response rate in 2022 as more than 1,000 individuals completed all available questions. Given that the second Demographics Survey was administered less than a year from the first, it is unsurprising there is little difference in the data. However, one item to note is the increase in positive responses to a survey question about feeling included in the workplace. In 2021, only 67 per cent of respondents agreed they felt included, while in 2022,

it jumped to 74 per cent (with a correlated decrease in the number of respondents who disagreed—from 7 per cent to 5 per cent).

The OAA will continue to monitor the results in the coming years, as a trend may indicate that such efforts as mandatory Continuing Education training have had a meaningful impact on equity, diversity, and inclusion in the architecture profession.

Guidelines and Recommendations

The OAA continues to uphold the principles outlined in the document [Guidelines on Safe Work Places](#), a resource that 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. It is incumbent on individual practices to adopt an ethical approach to fair treatment for all team members, including those of varying professional status.

The OAA has also adopted several initiatives to cultivate an inclusive, diverse, and equitable internal corporate culture, including:

- developing a [Land Acknowledgment](#) in consultation with Creative Fire, an Indigenous-led consulting firm, for use in all formal meetings;
- displaying the Land Acknowledgment at the headquarters on the screens in the central atrium and on the OAA Website;
- beginning Council meetings with Indigenous-centred video content;
- inviting staff to include a land acknowledgment in their email signature;
- observing the National Day for Truth and Reconciliation;
- inviting staff to share their pronouns in email signatures and Zoom ID;
- new inclusive washroom signage; and
- above and beyond regular channels of recruiting staff, the OAA actively uses sourcing strategies to attract diverse candidates.

Guided by the theme of equity, diversity, and inclusion, in 2022 the OAA also:

- updated forms and templates to improve accessibility and inclusion;
- supported research on Long-Term Care in partnership with Jacobs and University of Toronto;
- responded to the Ontario Government to advance housing affordability as a key consideration in decision-making;
- expanded content on the OAA Website related to equity, diversity, and inclusion and Indigenous Architecture, including listing scholarships and funding opportunities available to students who may experience barriers within the profession;
- updated the OAA Leave & Financial Hardship Policies
- continued to offer EDI training to members through the OAA Continuing Education Webinar series;
- expanded ConEd programming on Indigenous Architecture;
- offered tailored presentation content to support foreign trained professionals in understanding the paths to licensure;
- offered live closed-captioning for webinars and member meetings;

- offered virtual options for meetings, hearings, presentations, and events to create greater access for participants; and
- launched the *Exceptional Leadership Through Design Excellence: Equity, Diversity & Inclusion (EDI) and Truth & Reconciliation* scholarship.

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 Advisory Coordination Team (PACT) and the Sustainable Built Environment Committee (SBEC), both chaired in 2022 by VP Strategic Christina Karney, 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

Although COVID-19 restrictions were no longer in place for much of 2022, the OAA's plans to return to an in-person World Architecture Day celebration were disrupted by an extended adjournment of government. As such, the Association once again launched its [Queen's Park Picks](#) virtually. Each year, Members of Provincial Parliament (MPPs) are asked to nominate a favourite architectural work within their riding in keeping with the OAA's legislated objective to promote public appreciation of architecture and the allied arts and sciences. Nine Queen's Park Picks were selected in 2022 for dedicated research and mounting in an online exhibit. The 2022 event garnered participation from MPPs of all political stripes and covered more geographies than past events. The Association hopes to carry the enthusiasm of 2022 to future iterations of the event.

Responding to the Housing Affordability Crisis

The OAA and its members stand ready to work with all levels of government to advance housing affordability. To this end, the Association met with numerous MPPs across the political spectrum and responded to numerous public consultations about government-led initiatives aimed at fixing the housing affordability crisis. Early in the year, the OAA had the opportunity to submit [feedback on Bill 109, More Homes For Everyone Act, 2022](#). This legislation is particularly notable as it mandates that municipal governments delegate site plan control decisions to municipal staff, something that the OAA has been advancing for nearly a decade.

Near the end of the year, [the OAA responded](#) to the government's consultation on Bill 23, *More Homes Built Faster Act, 2022*. Although this Bill does advance some decade-old OAA recommendations, it also gives way to a number of negative, unintended consequences, particularly environmental ones. With such a big proposal on the table, the Association quickly pulled together its first "Big Think"—a virtual table of PACT and SBEC members, as well as other subject matter experts. With the goal of gathering knowledge from the "boots on the

ground,” the Big Think was an opportunity to examine historic positions that the OAA has taken and how best to evolve and advance them in light of the proposal that was before Ontario. The “Big Think” was a successful event that will shape future approaches at the OAA.

In its submission on Bill 23, the OAA balanced its focus on advancing housing affordability across Ontario with its commitment to addressing the climate emergency. Some key recommendations that the Association focused on include further intensifying already built up areas, investing in deep energy retrofits to improve the performance of existing building stock, and implementing an energy step code in the Ontario Building Code.

Responding to the Long-Term Care Crisis

With support from the OAA and Jacobs, in 2022, the University of Toronto Centre for Design + Health Innovation released the findings of a comprehensive study, [“Reimagining Long-Term Care Architecture in Post-Pandemic Ontario—and Beyond.”](#)

The COVID-19 pandemic disproportionately impacted older adults, and the devastation caused within Ontario’s Long-Term Care (LTC) homes exposed many structural vulnerabilities within such congregate facilities. These vulnerabilities will remain largely unaddressed, even in newer LTC homes, unless steps are taken to update standards and modernize design guidelines to better align to current and emerging clinical approaches.

Study author, Dr. Stephen Verderber of the UofT’s John H. Daniels Faculty of Architecture, Landscape and Design, emphasized the urgency for re-examining the Province’s approach to refurbishing existing homes and building new ones. The report identifies a number of exemplary case studies that model design excellence in long-term care residences. From these models, it suggests 50 design considerations for use by design professionals, healthcare providers, governments, and other decision-makers working in this sector.

Addressing the Climate Emergency

Based on estimates from various sources, approximately one third of greenhouse gas emissions come from the built environments where we live, work, and play. In large cities, the number is much higher. The City of Toronto, for example, estimates that 55% of its greenhouse gas emissions come from built environments. 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.

SBEC experts helped draft an OAA response to 2022 Building Code consultations (for both the Ontario and National Building Codes), expressing support for the inclusion of an energy step code. The OAA continued to push the government,

insisting that there must be continual and added pressure to build responsibly. Indeed, as noted above, the OAA spoke out against the oversights in Bill 23, *More Homes Built Faster Act, 2022*, which threatens numerous existing sustainability best practices.

With the aim to amplify the tools and resources to support the Association's membership in designing climate-conscious buildings, this year the OAA began leveraging its TEUI calculator and its metrics by publishing the TEUI of each OAA Design Excellence Award-winning building. 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. Version 2.0 of the calculator is under development and is slated to launch in 2023.

The PGR team also supported the Communication team's work on revisions to the [OAA Climate Action webpage](#), which now foregrounds key initiatives like the Case Studies—exemplary projects paving the way for a more sustainable built environment. The Case Study webpage model was revisited in 2022, with support and direction from SBEC, and will be relaunched in 2023 with the aim to showcase even more examples in a more public-oriented format.

Toronto City Bylaws Reflect OAA Recommendations

After nearly a decade, the Ontario Land Tribunal (OLT) released its final order regarding amendments to the residential provisions of the Toronto Citywide Zoning Bylaw 569-2013. Originally passed in 2010, the bylaw sought to harmonize approaches across the amalgamated Toronto regions, but was repealed in May 2011, pending a need for consultation and amendments. The OAA's Harmonized Zoning Bylaw Task Group, comprising architects whose practices represented new construction and renovation work for diverse clients across Toronto neighbourhoods, pushed for meaningful change to the flaws inherent in the law and appealed the 2013 version. The task group was focused on ensuring the bylaw fostered the goals of Toronto's official plan of making housing choices available for all people in their communities at all stages of their lives, while respecting and reinforcing the character of neighbourhoods.

Due to the OAA's appeal, a number of changes have been made to the final Bylaw. Complete details can be found on the [OAA Website](#).

Communications

The **OAA Communications Team** works to create awareness of the Association's programs and activities. Staff handles daily outreach and information-sharing via numerous channels, with the OAA Communications Committee, chaired in 2022 by VP Communications Jennifer King, advising on major initiatives. By year's end, however, the Committee was sunset, paving the way for the new Communications and Public Education Committee (CPEC) in 2023.

The OAA communicates to internal and external audiences—including licensed members, Intern Architects and Student Associates, those in the OAA Technology Program, 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. This was particularly important in 2022 with the OAA publishing its new five-year strategic plan. 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, remains the Association's main communications vehicle. The website is supported by other digital communications channels, including social media and email campaigns, such as Special News Bulletins, biweekly *OAA News* and bimonthly *Practice Advisory* e-newsletters, and notices focused on Conference and the end of cycle for the Continuing Education Program. The year finally welcomed a return to in-person events, namely the annual Conference, Doors Open, and the biennial NOW Lecture.

Key Accomplishments

The [OAA Website](#) is the digital home for the Association, having become particularly critical during the COVID-19 pandemic as a crucial site for information-sharing. The site features content from across the main service areas, and remains an evolving portal, with enhancements, additions, and improvements continuing over the course of 2022.

The OAA Website

Among the notable changes to the website this year were additions to the [Practice Advisory Services](#) pages, including [revised contracts](#) as well as new dedicated pages related to [architectural design competitions](#). A public education “dashboard”—entitled [Access to Architecture](#)—was part of a series of changes made to improve navigation and usability across the site. It brings together various information nodes onto one landing page, and also features new material such as background on the OAA's scholarship program.

Existing material was also updated in the context of the strategic plan and its themes and goals. For example, in keeping with the theme of Climate Action, energy use intensity (EUI) metrics were retroactively added to [bIOAAg posts](#)

about Design Excellence winners, and the [Climate Action](#) page was revised to improve ease of navigation, with new content added spotlighting known funding opportunities to support sustainable projects. This page is a helpful tool for practitioners and the public alike to find information and resources related to climate and the profession.

In support of the OAA's ongoing effort to elevate the visibility of issues related to Equity, Diversity, and Inclusion as well as Truth and Reconciliation, the OAA website added [a special portal](#) collecting a number of special funding opportunities that exist for students who may experience systemic barriers within (and beyond) the profession—a growing list of possibilities available both within and outside educational institutions. It also highlights and spotlights specific news items and educational events linked to issues or organizations related to equity, diversity, and inclusion or Truth and Reconciliation. The OAA's recently developed [Land Acknowledgment](#) can also be found linked in the main footer of the website for simplified access and visibility.

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 provide closed captioning on all new video content.

Development work was also done on a new mentorship directory that would allow those in the Internship in Architecture Program (IAP) and OAA Technology Program to search for potential mentors using a variety of criteria, including practice size, location, and identity-related demographics. This new database will be launched on the member side of the website in early 2023.

Conference and Other In-Person Events

This year, conditions surrounding the pandemic permitted a return to in-person events. To that end, the OAA's first hybrid Conference, [Inspiring Climate Action](#), took place in May, both virtually and in-person at the Beanfield Centre in downtown Toronto. The decision to host virtual sessions was driven by a desire to expand accessibility for those who may not be able to attend in person, while also reducing the overall carbon footprint of the event as those who would need to travel great distances could instead participate remotely. The event was very well-received, welcoming OAA status-holders, sponsors, expert speakers, and others in allied industries, with more than 700 virtual participants and over 550 in-person attendees. The Conference offered a wide range of Continuing Education sessions, alongside a number of special events, tours, and networking opportunities.

With a special keynote from climate scientist Katharine Hayhoe kicking off registration, programming focused on how the architecture profession can respond to the climate discussion, and showcased innovative ideas and sustainable projects that informed and inspired. Among the case studies of climate action was the OAA Headquarters—which hosted daily tours led by the experts behind the [Renew+Refresh](#) project, as well as a LAUNCH! Grand

Reopening Party, which featured mini-tours, food trucks, and a special welcome by original project architect, Ruth Cawker.

In anticipation of guests returning to the building—and in response to one of the 40 recommendations from the EDI and Truth and Reconciliation Working Group—the OAA ensured the large digital screens in the central atrium showcased the OAA's land acknowledgment alongside selected content from the 2021 Truth & Reconciliation Environmental scan.

In addition to those at Conference, the OAA also hosted guided tours for visitors for Doors Open Toronto after a four-year hiatus. Over 500 members of the public were welcomed into the building and invited to learn about the renovation work and the important relationship between the built environment and the climate emergency.

In October, the OAA once again presented the [NOW Lecture event](#), which brought together the 2020 and 2022 Best Emerging Practices—Office Ou and Smart Density—to share their stories and participate in a moderated conversation, led by the VP Communications. The free event “sold out” (twice) within hours of spaces being announced, and was held at the OAA Headquarters for those with Association status.

Social Media

The Association's social media continued to see steady audience growth and increased engagement throughout the year, particularly on LinkedIn where it expanded its Continuing Education opportunities content through more consistent posting. The OAA continued to produce original content for its YouTube Channel, featuring 2022 Conference content, Meet the OAA events, and a recording of the 2022 NOW Lecture.

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 progress on long-term care projects, key policy and government relations updates, and to recognize the 2022 Queen's Park Picks and the Members of Provincial Parliament who championed them.



Instagram Followers

6806

(5702 in 2021)



Twitter Followers

7750

(7512 in 2021)



Facebook Followers

2381

(2245 in 2021)



LinkedIn Followers

8878

(not tracked in 2021)

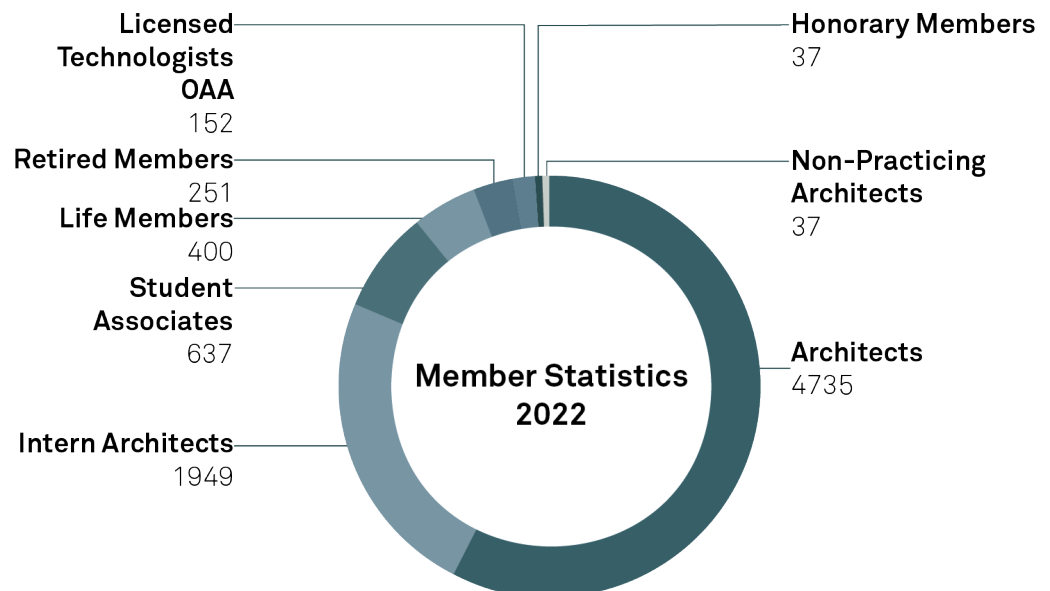
Office of the Registrar

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.

For 2022:

- 363 Licence applications were processed;
- 158 Certificate of Practice applications were processed;
- 556 Intern Architect applications were received;
- 292 Student Associate applications were received;
- 1654 IAP experience submissions were reviewed;
- 43 Intern Technologist applications were received; and
- 19 Student Technologist applications were received.



Key Accomplishments

Amid the changing approach to work at the OAA, the Office of the Registrar successfully adapted to the hybrid model, with little to no interruption in overall efficiency and output.

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 2022, 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 continues to adopt principles of right-touch regulation. This approach, which comes from regulators in the United Kingdom, seeks to fully 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.

To that end, the Office of the Registrar has continued its work 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 (OFC), 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.

Enhanced Complaints Process

One such area of focused improvement was the administration of complaints. In 2022, the OAA introduced an enhanced process to address complaints about OAA members in order to modernize and professionalize a process to ensure more defensible outcomes. The requirement to effectively consider and investigate complaints into member conduct is fundamental to maintaining public trust in the professional integrity of OAA members. Changes to the process included the introduction of trained investigators and decision-writers, smaller panels to reduce untimely delay, and the development of a risk matrix against which a panel can assess the seriousness of a complaint.

The importance of having a robust and effective complaints process cannot be

understated. Increasingly, professional regulators are called to demonstrate their procedures and outcomes are transparent, objective, impartial, and fair. While the OAA has had a long tradition of relying on volunteerism, recent shifts in the regulatory landscape require the professionalization of certain areas—specifically the handling of complaints and prosecution of misconduct.

Recent developments in administrative case law have spurred a “recalibration of the governing approach” of administrative bodies, resulting in more scrutiny in the decision-making processes around member conduct. In plain terms, this has meant less deference is being shown to administrative bodies, as review courts are holding them to the same standard as other judicial bodies. Thus, the need for specialized knowledge and skill has become increasingly vital to the effective handling and prosecution of complaints.

The changes to the complaints-handling process have made meaningful progress in reducing legal and reputational risk to the OAA by eliminating unnecessary referrals to the Discipline Committee. The streamlined process also reduces delay, which has, in its first year, shown measurable progress.

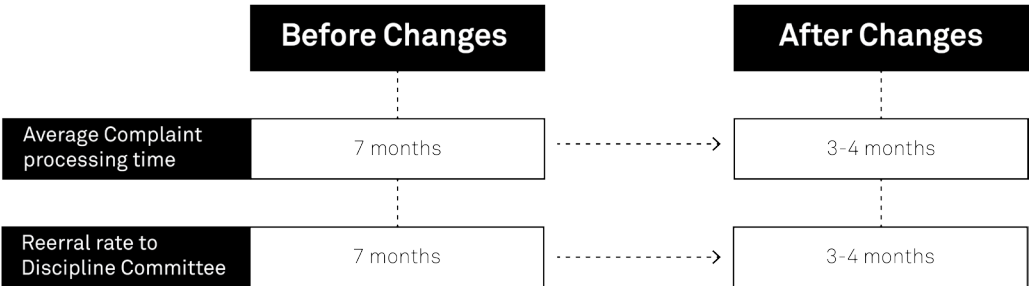


Chart: Improvements to Complaints Process

In line with the OAA’s strategic priority of Regulatory Leadership, it is anticipated this same review and modernization will be applied to all OOTR procedures and statutory committees through 2023 and beyond.

Outreach and Engagement

The Office of the Registrar plays a key role in providing events and outreach initiatives on behalf of the Association. 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 and information-sharing 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, the OAA continues to prioritize increased transparency and access to information. The Office of the Registrar, in conjunction with the OAA Communications staff, continues to expand its online visibility by updating and increasing the regulatory content on the OAA Website.

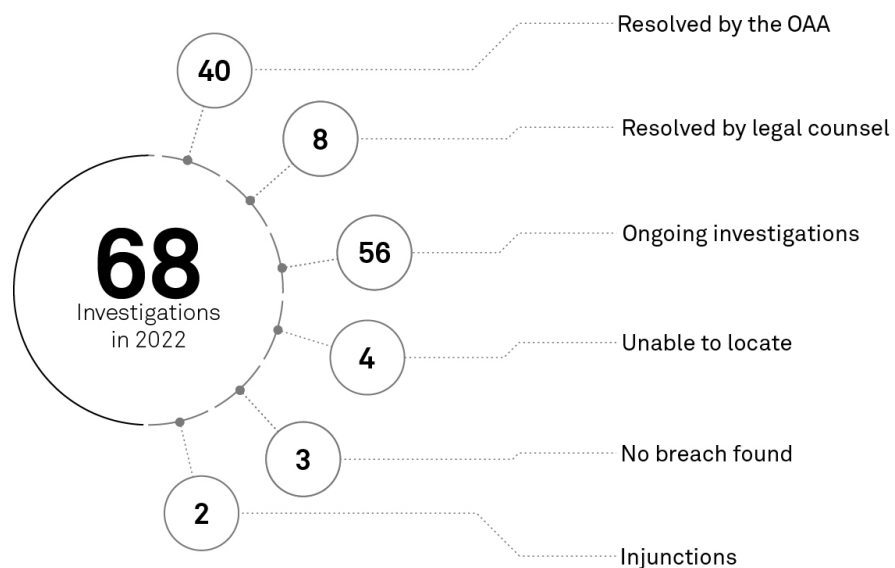
Statutory Committees

The lessons from the pandemic changed how the OAA typically conducts its in-person regulatory hearings, meetings, and interviews. Discipline and Registration hearings, like many legal proceedings, continue in a virtual setting. The Complaints Committee continues to operate effectively through full remote work and investigation. The Experience Requirements Committee (ERC) 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 2022, 68 matters were reported to the Registrar related to misuse of the term "Architect" or "Architecture," or otherwise holding out. There are currently two injunctions underway to enforce the statutory provisions of the *Architects Act* that deal with holding out.

OAA ILLEGAL PRACTICE/ACT ENFORCEMENT 2022



Examinations

The examination component is a key step along the path to licensure, and is part of the Internship in Architecture Program (IAP).

Examination for Architects in Canada (ExAC)

Examination is one of the mandatory components for licensure in Ontario. Intern Architects 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).

In 2022, two sittings of the ExAC were held. On February 28 and March 1, the first of these sittings—exams deferred from November 2021 due to the pandemic—occurred simultaneously across Canada in an in-person examination environment.

Of a total of 692 interns from nine provincial/territorial Architectural Licensing Authorities, 518 passed all the sections for which they were eligible. The overall success rate for all the sessions of the exams is 74.9% per cent.

While the results of this exam sitting were being determined work began immediately on the construction and vetting of the examination planned for November 2022. Eventually this examination sitting did take place, in person and as scheduled, on November 7 and 8.

Of a total of 649 interns from 11 provincial/territorial Architectural Licensing Authorities, 475 passed all the sections for which they were eligible. The overall success rate for all the sessions of the exams is 73.1 per cent.

NCARB's Architect Registration Examinations (ARE)

Of the 18 intern architects (Ontario) who wrote the ARE through the National Council of Architectural Registration Boards (NCARB) in 2022, five passed the respective six divisions of ARE 5.0.

The overall success rate for all divisions of the ARE 5.0 is 28 per cent.

OAA Technology Program

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

In 2021, the OAAAS Board of Directors and OAA Council agreed it was appropriate to dissolve OAAAS, and to fully integrate the administration of the program into the OAA. A transition process to accomplish this objective over the course of 2022 was implemented and remains ongoing.

Note that effective November 24, 2022 the OAA paused on the issuing of any new Licensed Technologist OAA Licenses or Certificates of Practice, as well as the administration of the licensing exam. This was a decision made by OAA Council out of fiduciary duty, given a Court application commenced by the Association of Architectural Technologists of Ontario (AATO). The OAA continues to work with its legal counsel to respond substantively to the legal application, which will be heard by the Court on December 19, 2023.

The OAA remains committed to protecting the public interest and ensuring its members are treated fairly.

Education

The **OAA Education Team** oversees matters related to education under the guidance of the Comprehensive Education Committee. The Committee, chaired in 2022 by VP Education Natasha Krickhan, 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. The committee was sunset in late 2022 to make way for the new Communications and Public Education Committee (CPEC).

Key Accomplishments

Continuing Education Program

The OAA's Continuing Education Program is a mandatory requirement set out in the *Architects Act*. 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.

Mandatory Continuing Education Requirement on Equity, Diversity, and Inclusion

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 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, OAA members were asked to participate in one of the following complimentary webinars, which were made available on a biweekly basis:

- Human Rights in the Workplace;
- The Business Case for Equity, Diversity, and Inclusion; and
- Understanding and Minimizing Unconscious Bias in the Hiring Process.

As a part of the OAA's ongoing commitment to quality and excellence, the Association requested feedback from participants to inform future programming. Comments were overwhelmingly positive, noting the quality of the speakers, the nuanced approach to delicate and complex subject-matter, as well as the practical takeaways.

Mandatory Continuing Education Requirement on Climate Action

Established as a priority and a theme for the OAA's five-year Strategic Plan, Climate Action is a lens through which the OAA examines its work of regulating the practice of architecture. In January 2022, OAA Council approved a new [mandatory requirement for two structured learning hours focused on climate action](#) for the 2022/2024 Continuing Education cycle.

The Association maintains a focus in its programming and framework to ensure members have the education and resources needed to incorporate design approaches that address the climate emergency in both new construction and renovation. To fulfil the mandatory requirement, OAA members can seek out their own learning opportunities or select from related sessions included in the Continuing Education Webinar Series.

Continuing Education Webinar Series

The popularity of the [Continuing Education Webinars Series](#) continues to grow. Since its inauguration in 2020, the Webinar Series experienced significant growth in enrollment and revenue, more than doubling in the last year alone.

2022 Registrants **8000+**

2021 Registrants **3500+**

The Webinar Series continues to focus on addressing principles of sustainable architecture, energy modeling, and green buildings design. Further, to raise awareness of the new 2021 [OAA Contracts Suite](#), a set of complimentary sessions was also offered as part of the 2022 Webinar Series.

In total, **30** webinar sessions were delivered in 2022.

Admission Course

The [OAA Admission Course](#) is a mandatory requirement for licensure in Ontario. The OAA Admission Course covers topics related to regulatory matters, legal issues, and practice matters specific to Ontario. It is designed to supplement Interns' formal professional education and practical experience.

Since 2016, the OAA has partnered with the University of Toronto's (UofT's), School of Continuing Studies (SCS), to deliver the online Admission Course. This partnership supports interns through a learning community online and more in-depth coverage of course content through an interactive and engaging online experience.

In 2022, the Online Admission Course was offered three times, and enrolments are holding steady year over year, totalling 228 in 2022 compared to 234 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 select the modules of interest, work through the material at their own pace (over a three-month period), and successfully pass a quiz to complete the course.

In 2022, the eight-module Self-Study Learning Series enrolments totalled 160, an 18 per cent reduction from the 195 enrolments reported in 2021.

Fundamentals of Running an Architectural Practice

After almost three years of effort, the online version of the continuing education course “[Fundamentals of Running an Architectural Practice](#)” launched in 2022. The online course is administered by the UofT’s School of Continuing Studies and combines the OAA’s vision with SCS’s expertise in the design and delivery of robust educational experiences. The redesign of the course ensures:

- extended reach and expanded access to the course through an online delivery format;
- increased engagement through innovative instructional strategies and online content that is visually appealing, learner-centric, and delivered in an accessible, self-paced, intuitive format;
- opportunities to build community among practitioners at various stages of their career; and
- course content and professional resources are available after the course concludes to support ongoing goals and needs of various audiences.

The course explores the business side of architecture and the strategies, tools, and techniques needed to successfully sustain and grow an architectural practice. Designed to provide a comprehensive overview of core functional business areas, this course helps members to strengthen business skills and apply this knowledge to their own practice or firm. In this multimodal course, members engage in a blend of self-directed reading and learning activities, adaptive quizzes, and interactive webinars led by subject matter and industry experts. The course consists of 13 modules.

The first iteration of the course sold out in three days and proved to be a success with much positive feedback from registrants.

Canadian Architectural Certification Board National Validation Conference 2022

In 2022, the Canadian Architectural Certification Board (CACB) held a National Conference, to review the Architecture Continuum – from formal education to internship, examination, licensure, and lifelong learning through practice and continuing education. The conference theme, *Architecture Continuum: Collaborate, Educate, Integrate* brought together the CACB and its collateral organizations to examine “how to make the architecture education continuum better integrated for students, educators, interns, and practitioners?”

A number of OAA delegates participated in the CACB Conference, representing the Association as one of the Canadian Architectural Licencing Authorities. They each found the content about preparing students for the realities of working within the profession to be relevant to shaping the conversation within the OAA in the coming years.

Passive House Canada Course Discount

In 2022, the OAA negotiated a discount for OAA members for Passive House Canada content. Until June 30, 2024, OAA members can register for any Passive House Canada course at a discounted price that represents a savings of more than \$1,400 for the *Pathway to Passive House Designer/Consultant Certification* (120P).

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 the VP Practice, as well as the OAA/ OGCA Best Practice Committee. PAS also administers the OAA Practice Consultation Survey program.

Key Accomplishments

Launch of the new OAA Contract Suite 2021

Following endorsement by Council in 2022, the OAA launched a coordinated suite of free, standardized, and downloadable contracts. The goal underpinning the OAA Contract Suite is to make it easier for Architects and Licensed Technologists OAA, along with their sub-consultants and clients, to enter into fair, balanced business relationships.

Building on the legacy of previous contract editions, these new versions were revised for compatibility with CCDC 2-2020 and to respond to evolving best practices and current approaches for architectural projects, both simple and complex. Clauses were added to address the topics that most often resulted in client-authored supplementary conditions. It is hoped that by providing balanced wording, the need for supplementary conditions will be reduced.

PAS also worked with the Communications team to develop the new [Contracts for Professional Services](#) webpage, offering an explanatory overview for members and the public on the value of standardized contracts.

PAS continues to create and update additional supportive content for the new contracts such as Practice Tips, FAQs, commentary, web content, and a dedicated webinar series.

Launch of a 4-Part Webinar Series about the OAA Contract Suite 2021

Working in collaboration with the Continuing Education team, PAS designed and presented four webinars to support the launch efforts of the OAA Contract Suite 2021.

The webinars covered various aspects of the contracts, introducing members to their structure, key components, and value. The webinars also offered PAS an opportunity to gather informal data from members on their use of contracts, offering key information for future iterations of the presentation.

The free webinars offered to the membership in fall 2022 attracted between

150-200+ attendees apiece. PAS, alongside a construction lawyer involved in developing the documents, will be presenting these webinars again to members in early 2023.

Public Consultation Related to the Built Environment

Both SCOBCAR and PRC, with the support of PAS as well the Sustainable Built Environment Committee (SBEC), responded to multiple public consultations, some related to the harmonization of the building codes:

- [Public Review 2020 National Model Codes Fall 2022](#);
- MMAH's Winter 2022 Public Consultation ([Part 1](#) & [Part 2](#));
- [MMAH's Fall 2022 Public Consultation](#);
- [Canadian Standards Association Public Review of CSA B651 \(New Edition\)](#);
- and
- [Proposed Interim Changes to the 2012 OBC to Exempt Sheds from Building Code Requirements](#)

The OAA's participation in these consultations is always to support its primary mandate to serve and protect the public interest, while likewise advancing its position on climate action, accessibility, and other strategic priorities.

PAS also assisted the review of the new CSA Long-Term Care Homes Standard Z8004, and was active in other efforts concerning updates to provincial legislation that affects the practice of architecture.

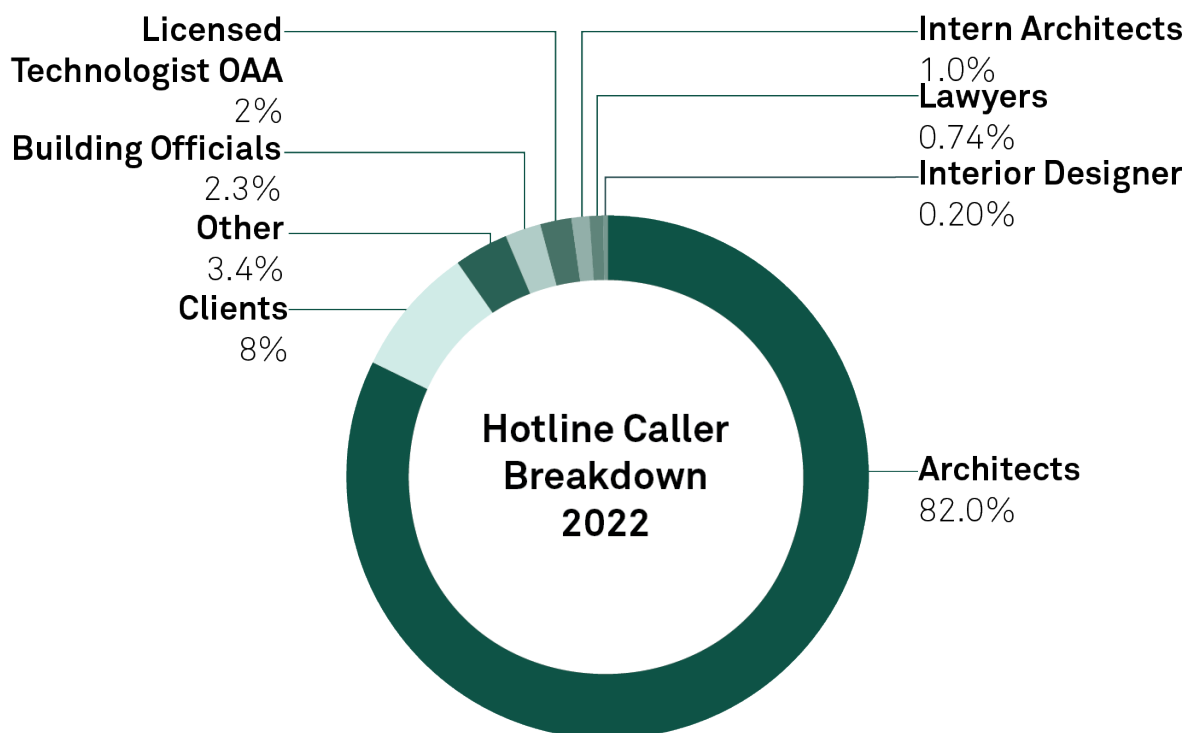
Updates to Key Documents and Publications

On top of updated [PT.00 Index to Practice Tips](#), PAS made additions to the *PT.23 series on CCDC contracts*. PAS is undertaking a review of all the Practice Tips to update references to the OAA standard contracts, CCDC documents, CHOP version 3, and inclusive language. PAS will also be undertaking a similar review of Frequently Asked Questions (FAQs) and Lessons Learned in the new year. Members will be kept apprised of the updates in 2023.

Practice Hotline Stats

The [Hotline service](#) provides assistance and responds to questions related to a wide range of issues pertaining to the architecture 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 those on the path to licensure, clients, members of the public, building officials, lawyers, procurement departments, contractors, consultants, and other construction-related entities.

In 2022, PAS responded to **over 2100 calls and emails** to the Hotline. This continues to be a more tempered call volume when compared to results leading up to 2019 (pre-pandemic), but nevertheless included an increase in email correspondence.



The top two topics for the Hotline in 2022 (all users included) were related to General Practice (about 17% of the calls) as well as Act and Regulations, followed closely by questions related to contract Terms and Conditions.

Requests for Proposal: Alerts and Updates

From time to time, the OAA issues alerts and updates to the membership calling attention to concerning RFPs. PAS reviews Requests for Proposals (RFP) and contract clauses submitted by members or clients to identify issues in the requirements such as:

- those that may be contrary to the *Architects Act* or Regulation 27;
- those that are not in accordance with the requirements/provisions of a member's liability insurance; or
- those that involve inappropriate transfer of risks/responsibilities that are not part of the usual and customary practice of architecture.

The presence of clauses requiring business decisions alone does not result in the issuance of an RFP Alert. Time permitting, PAS prefers to initiate discussions with the authority issuing the RFP to mitigate or remove such problematic clauses. When this is not possible, the OAA may issue, prior to the RFP closing, an RFP Alert to advise all practices of the problematic clauses.

In 2022, no RFP Alert emails were issued to the membership. Though this may be attributed to the PAS team's proactive strategy to address issues within RFPs, either before being tendered or prior to closing, the fact remains that by the time RFPs are shared with PAS, there is rarely sufficient time for review before the

closing date.

Nevertheless, in addition to reviewing **22 RFPs** and integrating key findings into the OAA 2021 Contract Suite, PAS continues to explore opportunities to talk with client-specific groups before RFPs are published. This exercise consists of reviewing the proposed documents from client-groups alongside meetings (page-turns) to discuss some of the concerns the OAA highlighted. This proactive initiative offers an opportunity to build relationships with client groups and engage issuers before RFPs are released. This also provides an opportunity to identify and address knowledge gaps that clients may have, such as how professional liability insurance (PLI) works, what scopes of work are inappropriate for practices, et cetera.

Members are also encouraged to talk to client groups about RFP concerns and issues.

Six New Issues of Practice Advisory e-Newsletter

The bi-monthly *Practice Advisory* e-Newsletter brings topics to members' attention that have an impact on either management of the practice or management of the project. In addition to highlighting resource material available on the website (such as FAQs which were featured in 2022), it shares other practice-related information relevant to members. [Back issues are posted](#) on the OAA Website.

Topics included regulation updates, reminders about CSA standards program, tools for members, and more.

Launch of the Revised CSA Standards Access Program

In 2022, access to critical CSA standards for Ontario's practices and licensed members through the CSA OnDemand program was extended for the period covering June 1, 2022 until May 31, 2023.

Under the agreement, registrants are eligible for free read-only access to every CSA 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.

COVID-19 Response

The PAS team continued throughout 2022 to provide timely updates to the COVID-19 webpage as relevant questions arose and as authorities updated legislation and safety measures. There were approximately a dozen COVID-19 related calls on the hotline in the first half and none in the second half of 2022. Due to the relative decrease in relevant content, the OAA sunsetted the page at the end of 2022.

Scholarships, Sponsorships, and Awards

The Association oversees scholarship, sponsorship, and awards programs to recognize and celebrate leadership among those pushing the profession to new heights.

OAA Scholarships

Exceptional Leadership Through Design Excellence

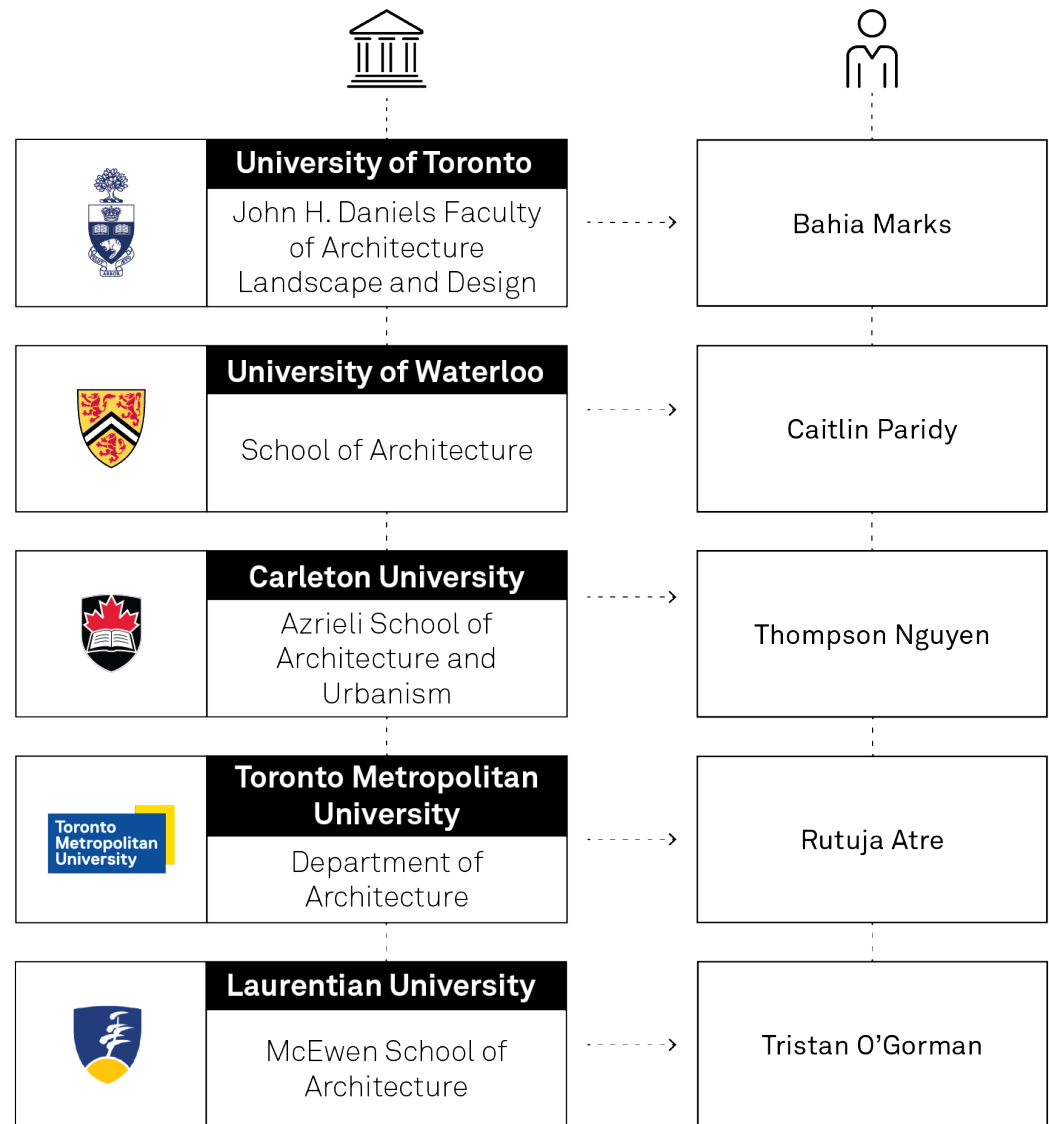
For the five Ontario universities with architecture programs, the OAA provides two annual scholarships: *the Exceptional Leadership Through Design Excellence: Sustainability* scholarship, and *the Exceptional Leadership Through Design Excellence: Equity, Diversity & Inclusion (EDI) and Truth & Reconciliation* scholarship.

Each of these awards offers \$2500 to be awarded to two individual students in any year of the undergraduate or graduate program at each university. It also provides one such scholarship to be awarded to a student in OCAD University's Environmental Design program. These scholarships—administered at the discretion of the schools—are [awarded to those students](#) who best demonstrate design excellence and exemplary responses to the scholarship topics in a project or assignment.

			
	University of Toronto John H. Daniels Faculty of Architecture Landscape and Design	Laurel Wilson (3rd Year) & Hannah Kamehiro (4th Year)	Not awarded in 2022
	University of Waterloo School of Architecture	Nicole Chen (4th Year) & Derrick Clouthier (4th Year)	Juri Puri (3rd Year) & Emily Pingjia Li (4th Year) & Eva Sabourin (4th Year)
	Carleton University Azrieli School of Architecture and Urbanism	Martha Woolfrey (3rd Year) & Justin Li (4th Year) & Sideqa Haqani (4th year)	Sidega Hagani (4th Year)
	Toronto Metropolitan University Department of Architecture	Nour Abdelfattah (3rd Year) & Jerry (Jae Wook) Kim (4th Year)	Emily (Young Eun) Park (4th Year) & Ted Bulaclac (3rd Year)
	Laurentian University McEwen School of Architecture	Bernadette Chamberlain (3rd Year) & Favour Oluwayomi (3rd Year)	Emily Hannon (2nd Year) & Robert Maggay (2nd Year)
	Ontario College of Art and Design Environmental Design Program	Brendan Callan (3rd Year)	

Architectural Guild Prize Fund

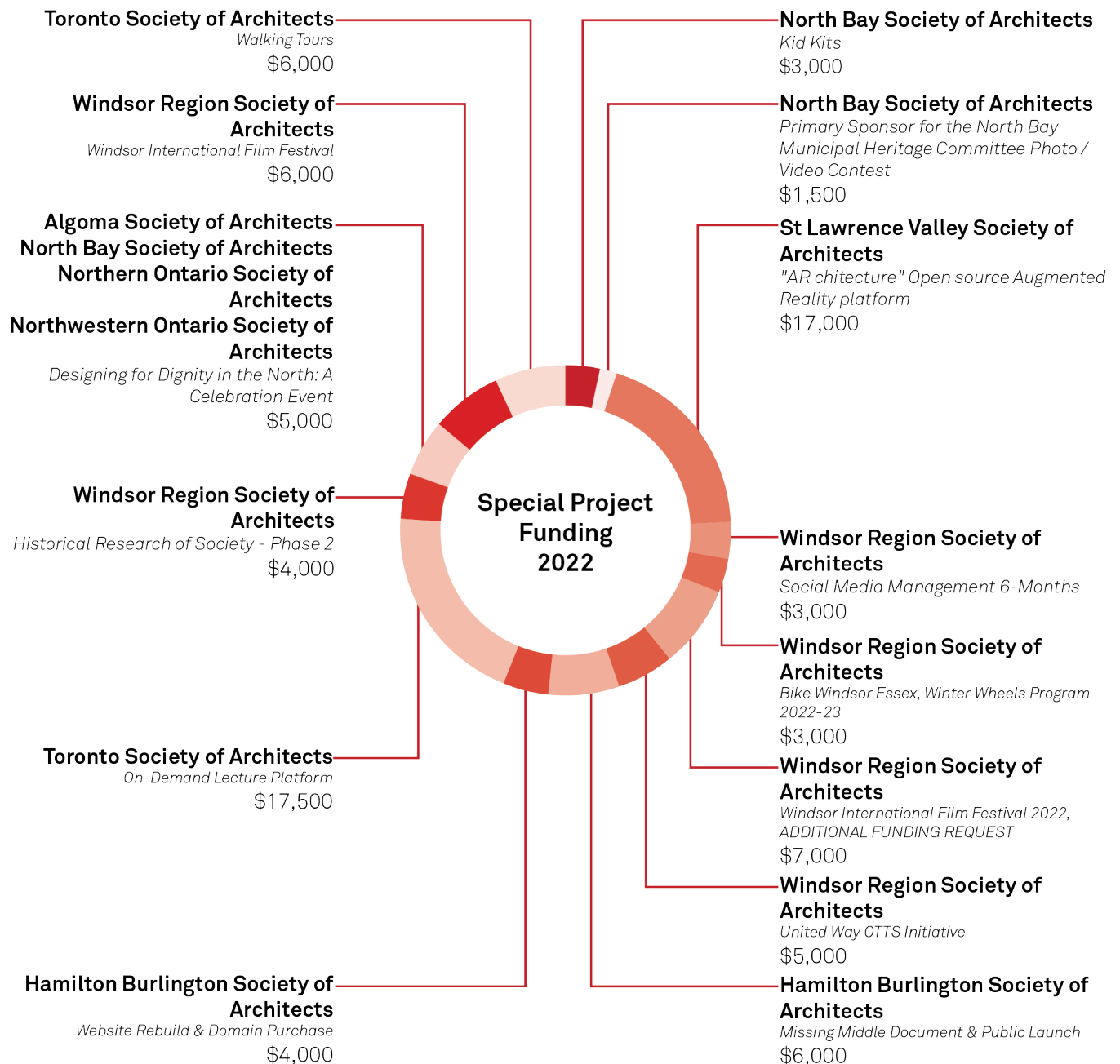
These Medals are awarded annually to the graduating students from each of the five schools of architecture in Ontario who demonstrated exceptional leadership through design excellence combined with innovative approaches to sustainability in an assignment or project.



OAA Sponsorships

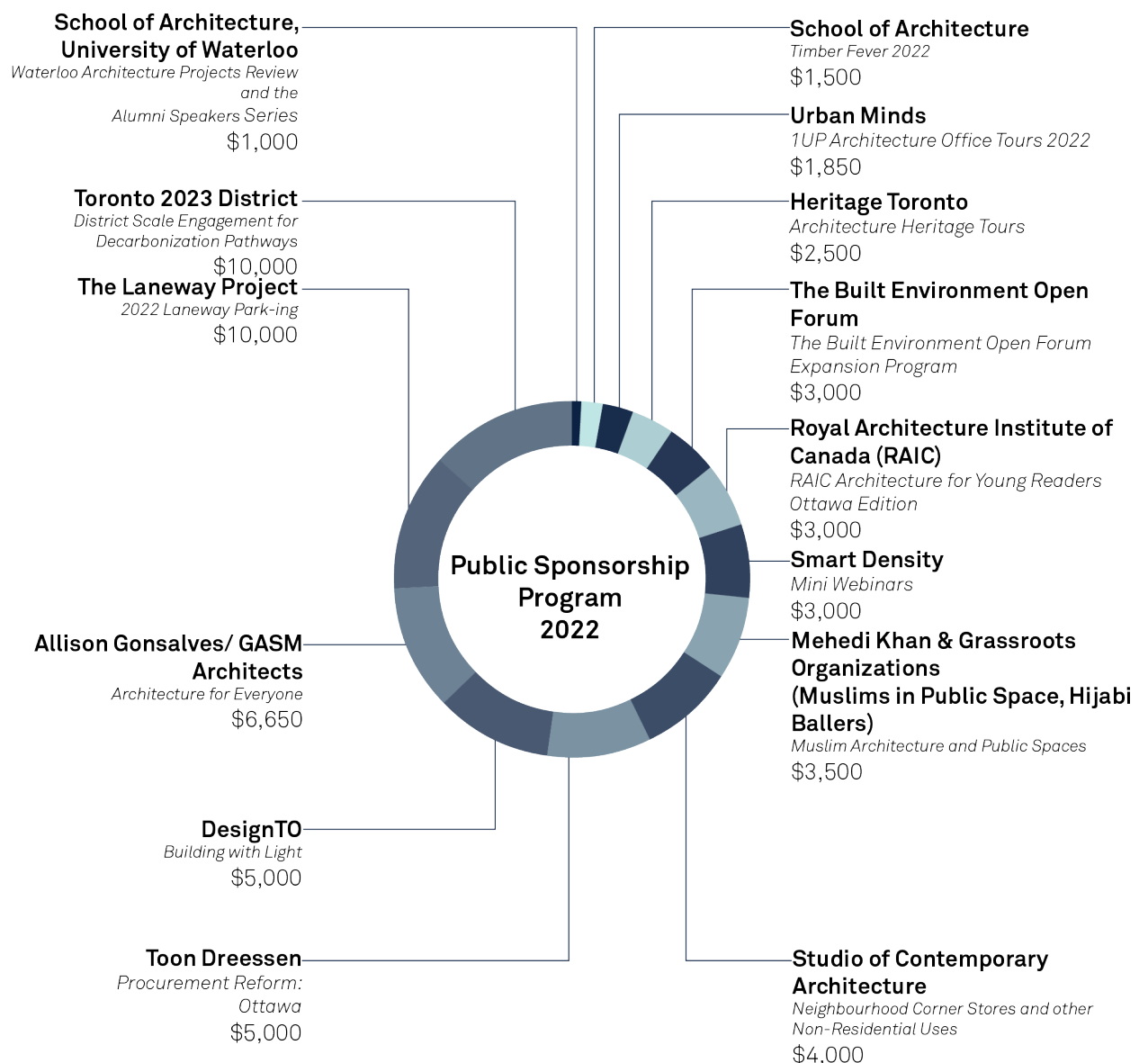
Special Project Funding and Public Awareness Sponsorships

Each year, Local Architectural Societies are invited to submit proposals to the OAA 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 strategic priorities.



OAA Awards Program

OAA Design Excellence Awards

The biennial [OAA Design Excellence Awards](#) offers an opportunity to showcase the possibilities for the built environment and promotes broader public appreciation and understanding of architecture and the allied arts. Members of Ontario's architecture profession are asked to submit comprehensive applications that include Energy Use Intensity (EUI) metrics, reflecting the OAA's commitment to climate stability and to ensuring sustainable, resilient design remains critical to the definition of success

Chosen by a jury of experts from a pool of 80 eligible projects, this year's selection of eight winners included various building types from libraries and learning institutions to striking residences and performing arts venues, from Southwestern Ontario to Northwestern Texas. Projects are judged on criteria such as creativity, context, sustainability, good design/good business, and legacy. These projects, and the teams behind them, were highlighted at the 2022 Conference's Celebration of Excellence event held at the Toronto Event Centre in May and were streamed live publicly on the [OAA's YouTube channel](#).

In alphabetical order, they are:

Design Excellence



Buddy Holly Hall of Performing Arts and Sciences (Lubbock, Texas) by Diamond and Schmitt Architects Incorporated (Design Architect), Parkhill (Architect of Record), and MWM Architects, Inc. (Associate Architect)



Centennial College Downsview Campus Centre for Aerospace and Aviation (Toronto, Ontario) by MacLennan Jaunkalns Miller Architects Ltd. (MJMA) In association with Stantec Architecture Ltd.



Clearview Public Library, Stayner Branch (Stayner, Ontario) by Lebel & Bouliane Inc.



The Springdale Library and Komagata Maru Park (Brampton, Ontario) by RDH Architects Inc.



Tile House (Toronto, Ontario) by Kohn Shnier Architects



Tom Patterson Theatre (Stratford, Ontario) by Hariri Pontarini Architects



Tommy Thompson Park Entrance Pavilion (Toronto, Ontario) by DTAH Architects Limited



University College Revitalization (Toronto, Ontario) by Kohn Shnier Architects in association with E.R.A. Architects Inc.

At that same event, the OAA also showcased **Smart Density** as the [winners of Best Emerging Practice](#)—a biennial award for a newer firm that demonstrates clear vision, well-articulated goals, and proven effective strategies.



Best Emerging Practice

Smart Density

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 2022, the OAA named **Camille Mitchell** as this award's recipient.

John van Nostrand received the **Order of da Vinci** for demonstrating exceptional leadership in the profession and in the community, while **Diarmuid Nash** was honoured with the **Lifetime Design Achievement** award for his career-long commitment to the promotion and achievement of architectural design excellence.

The Service Awards jury also selected **Eberhard Zeidler** to be posthumously added to the Honour Roll, which recognizes prominent deceased members of the architectural profession.



**G. Randy Roberts
Service Award**
Camille Mitchell



Order of da Vinci
John van Nostrand



**Lifetime Design
Achievement Award**
Diarmuid Nash



Honour Roll
Eberhard Zeidler

Senior Vice President and Treasurer's Report



The OAA's Financial Statements (FS) for the fiscal year ending November 30, 2022, 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, 2022, 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 17, 2023. OAA Council approved the 2022 Financial Statements on March 2, 2023.

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 dues;
- the major increase in Direct Program expenses is due to the Conference cost for 2022 that did not take place in 2021 (offset by increased revenue);
- both revenues and expenses from the Examination for Architects in Canada (ExAC) increased significantly as the exams for both 2022 and 2021 were held in 2022 due to the COVID-19 pandemic; and
- expenses increased for the Headquarters, office services, and operating due to the expensed portion of the final settlement regarding the building renovations at 111 Moatfield Drive. The bulk of the building renovation work was completed in 2019, with remainders completed in 2020. Accounts payable and building additions at November 30, 2021 included an estimate for final outstanding costs of \$245,000.

The primary goal of the OAA financial management plan in 2022 was to continue to focus on internal organizational efficiencies to maximize the value derived from fee revenue. As a result, the Association is exiting the 2022 fiscal year with total Members' Equity at \$46,500,067 (compared to \$45,032,241 in 2021). Of this total amount, \$33,392,693 is related to the OAA's investment in Pro Demnity Insurance Co. This represents a growth over 2021 of \$1,467,826, 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 \$1,250,226, the Operating Reserve is at \$1,148,127, and the Legal Reserve is at \$202,500. The use of these funds is restricted by the Association's Reserve Fund Policies.

In addition to these restricted amounts, a further \$3,706,089 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 2022 are estimated to be \$7,622,010.

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 2022, the Capital Reserve Fund should hold at least \$668,529; the actual year end for the fund is \$1,250,226. The study also suggests a minimum increase in 2023 of \$157,850—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 2022 and prior year expenses.

In summary, I am pleased to report that, with the continued careful management of the fees to the Association, OAA finances are well-positioned for the future. To protect this sound financial position, Council has recommended an increase in fees for 2023 of 1%. This is, of course, subject to ratification by the members at the 2023 AGM.

Respectfully submitted,

A handwritten signature in dark ink, reading "S. T. Vilardi". The signature is written in a cursive, flowing style.

Settimo Vilardi, Architect
M.Arch., OAA, MRAIC, LEED AP BD+C
2022 Senior Vice President and Treasurer

Financial Summary

TOTAL MEMBERS' EQUITY

\$46,500,067 (\$1,467,82 growth over 2021)

Investment in

\$33,392,693

Pro-Demnity Insurance Company

\$1,250,226

Major Capital Reserve Fund (\$500,491 redirected from revenue surplus at the close of 2022)

\$1,148,127

Operating Reserve (\$100,000 redirected from revenue surplus at the close of 2022)

\$202,500

Legal Reserve (\$400,000 redirected from revenue surplus at the close of 2022)

\$6,800,432

Property and Equipment

Unrestricted

\$3,706,089

In Memoriam (2022)

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

John Beresford

Stephen Cohlmeier

Ernest A. Cromarty

A.J. Diamond

Martin Willem Duhoux

Roger Farwell

Christopher Fillingham

Mark E. Humphreys

Christos Kaltsas

Yuk-Cheung Lee

Richard R. Leslie

Terence McGowan

Michael Miller

Joseph Pacek

Whit Petch

Robert Podreciks

Claude Provencher

Adlaf Rudolph

Rollick Sweetman

Peter J. Smith

Peter Stewart

Blanche L. van Ginkel

Andrew Zdanowicz

Eberhard H. Zeidler

Michael Zuberec

2022 Committees

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 Kimberly Fawcett-Smith, Lieutenant Governor in Council Appointee
 John Stephenson, Member at Large

Staff Support

Nancy Muir, Manager, Finance (Acting)
 Melanie Walsh, Manager, Finance

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 Ted (William) Wilson, Vice President Practice (from Aug. 11)

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 Nancy Muir, Manager, Finance (Acting)
 Melanie Walsh, Manager, Finance

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 Reza Hamidi, Member at Large
 Steven Hilditch, Member at Large
 Swapn Jeet-Kaur, Member at Large
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 Clayton Payer, Councillor
 Greg Redden, Councillor
 Anna Richter, Member at Large
 Denis G. Rioux, Member at Large
 Amirreza Sadeghi, Member at Large
 Tzoline Ternamian, Member at Large
 Marek Zawadzki, Councillor

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 Leah Sweed, Coordinator, Investigations

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

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 Tamara King, Administrator, Website and Communications
 Cynthia Mykytyshyn, Communications Specialist
 Chantelle Ng, Administrator, Digital Communications & Social Media
 Lindsay Wu, Architectural Graduate

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 Janet Harrison, Member at Large
 Christopher Johnson, Student Associate
 Shane Laptiste, Member at Large
 Hadi Mehdizadeh Jafari, Member at Large
 Krystyna Ng, Member at Large

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 James Hargreaves, Member at Large
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 Elaine Mintz, Lieutenant Governor in Council Appointee
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 Gail Hanselman, Administrator, Certificate of Practice

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 Settimo Vilardi, Senior Vice President & Treasurer
 Deo Paquette, Vice President Practice (to Jun 28)
 Ted (William) Wilson, Vice President Practice (from Aug 11)

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Kristi Doyle, Executive Director

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 Donald Ardiel, 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
 Izabela Kazanczuk, Member at Large
 Kirtidev Mehta, Member at Large
 Greg Redden, Councillor
 Lorne Rose, Member at Large
 Emily Webster-Mason, Member-at-Large

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 Camelia Bostan, Administrator Licence

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 George Christoff, Member at Large

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 Elaine Mintz, Lieutenant Governor in Council Appointee
 Susan Spiegel, President
 Ted (William) Wilson, Vice President Practice (from Aug 11)

Staff Support

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 Kathy Armbrust, Human Resources Manager

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 Corey Andrews, Student Associate
 Samantha Bite, Architect
 Heather Breeze, Intern Architect
 Yang Ming (Pearl) Chan, Intern Representative on Council
 Vincent Hui, School of Architecture Representative, Toronto Metropolitan University
 Joël León, Communications Committee Intern Architect Liaison
 Nassouh Mahfouz, Architect
 Javier Sanchez Moreno, Intern Architect
 Fatemeh Masoumian, Intern Architect
 Diane Schunk, School of Architecture Representative, University of Waterloo
 Dania Shahab, Student Associate
 Stefanie Siu Chong, Architect
 Vineetha Sivathanan, Intern Architect

Staff Support

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 Lashmi Ollivierre, Administrator, Internship in Architecture Program

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 Andrew Ross Thomson, Councillor
 Ted (William) Wilson, Vice President Practice (from Aug 11)

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 John Thomas, Building Operator

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 Natasha Krickhan, Vice President Education
 Clayton Payer, Councillor

POLICY ADVISORY COORDINATION TEAM (PACT)

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 Susan Spiegel, President
 Kristiana Schuhmann, Councillor
 Deo Paquette, Vice President Practice (to Jun 30)
 Len Abelman, Member at Large
 Toon Dreessen, Past President, Member at Large
 Arnav Garde, Member at Large

John Stephenson, Member at Large
 Ted (William) Wilson, Vice President Practice (from Aug 11)

Staff Support

Sara Trotta, Manager, Policy and Government Relations

PRACTICE RESOURCE COMMITTEE

Deo Paquette, Chair, Vice President Practice (to Jun 28)
 Ted (William) Wilson, Chair, Vice President Practice (from Aug 11)

Marek Zawadzki, Councillor
 Don Ardiel, Member at Large
 John Ciarmela, Member at Large
 David Colussi, Member at Large
 Sara Jordao, Member at Large
 Paul Jurecka, Member at Large (to Oct 28)
 Steven Kirshenblatt, Member at Large
 Cory Stechyshyn, Member at Large
 David Tsang, Member at Large
 Nevil Wood, Member at Large
 Wendy Yu, Member at Large
 John Hackett, Pro-Definity Insurance

Staff Support

Allen Humphries, OAA Practice Advisor
 Mélisa Audet, Manager, Practice Advisory Services
 Rex Shettlewood, Project Coordinator

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

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 Cheryl Atkinson, Toronto Metropolitan 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
 Greg Redden, Councillor
 Mae Shaban, Member at Large
 Erik Skouris, Member at Large
 Andrew Ross Thomson, Councillor
 Geoff Turnbull, Member at Large
 Karl van Es, Member at Large

Staff Support

Sara Trotta, Manager, Policy and Government Relations

SUB-COMMITTEE ON BUILDING CODES AND REGULATIONS (SCBCAR)

Deo Paquette, Chair, Vice President Practice (to Jun 28)
 Ted (William) Wilson, Chair, VP Practice (from Aug 11)
 Andrew Thomson, Councillor
 Brian Abbey, Member at Large
 Wendy Barner, Member at Large
 George Christoff, Member at Large
 Yang Jin, Member at Large
 Larry May, Member at Large
 John F. Romanov, Member at Large
 Lea Wiljer, Member at Large
 Elektra Vrachas, Member at Large (to Apr 26)

Staff Support

Allen Humphries, OAA Practice Advisor
 Mélisa Audet, Manager, Practice Advisory Services
 Rex Shettlewood, Project Coordinator



Susan Speigel
President
City of Toronto



Settimo Vilardi
Senior Vice President & Treasurer
Western Ontario



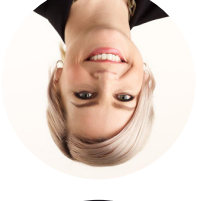
Paul Hastings
Vice President Regulatory
Central Ontario



Jennifer King
Vice President Communications
Licensed Technologist OAA



Natasha Krickhan
Vice President Education
Province of Ontario



Christina Karney
Vice President Strategic
Province of Ontario



Deo Paquette
Vice President Practice (to June 28)
Province of Ontario



Ted (William) Wilson

Vice President Practice (from August 11)
Northern Ontario



Farida Abu-Bakare

City of Toronto



J. William Birdsell

Province of Ontario



Yan Ming (Pearl) Chan

Intern Representative



Kimberly Fawcett-Smith

Lieutenant Governor in Council Appointee



Michelle Longlade

Lieutenant Governor in Council Appointee



Lara McKendrick

Eastern Ontario



Elaine Mintz

Lieutenant Governor in Council Appointee



Clayton Payer

Eastern Ontario



Greg Redden

Western Ontario



Kristiana Schuhmann

City of Toronto



Gaganjot (Gagan) Singh

Lieutenant Governor in Council Appointee



Andrew Thomson

Central Ontario



Marek Zawadzki

City of Toronto

OAA Staff

Abhishek Chaudhary	Information Technology Manager
Allen Humphries	Practice Advisor
Ashley Ward	Coordinator Development, Continuing Education
Camelia Bostan	Administrative, Licensing & Registration
Camille Cabero	Administrative Assistant, Internship in Architecture
Chantelle Ng	Administrator, Digital Communications & Social Media
Christie Mills	Registrar
Claire Hepburn	Deputy Registrar
Colm Murphy	Practice Advisor
Cynthia Mykytyshyn	Public Outreach Specialist
Donna-Mae Chapman	Receptionist
Ellen Savitsky	Manager, Education & Development
Erik Missio	Manager, Communications
Felix Woehler	Webinar Coordinator, Continuing Education
John Thomas	Building Operator
Jon Clark	National ExAC Co-Administrator
Kristina Lam	Administrative Assistant, Registration
Kristi Doyle	Executive Director
Kathy Armbrust	Manager, Human Resources
Lashmi Ollivierre	Administrator, Internship in Architecture Program
Leah Sweed	Coordinator, Investigations
Mei Chen	Administrator, Finance
Melanie Walsh	Manager, Finance
Mélisa Audet	Manager, Practice Advisory Services
Nancy Muir	Interim Manager, Finance
Omar Kaltrachian	Architecture Graduate

Ria Soriano	OAA Technology Program, Administrator
Rex Shettlewood	Project Coordinator
Sara Trotta	Manager, Policy & Government Relations
Steven Taylor	Practice Advisor
Tamara King	Administrator, Website & Communications
Tina Carfa	Executive Assistant, Executive Services
Tina Leong	Experience Review Architect
Violet Magowan	Administrative Assistant, Continuing Education
Wendy Ortega	Administrative Assistant, Finance



Photo Credit: Andrew Grinton