



Ontario Association
of Architects

VISION

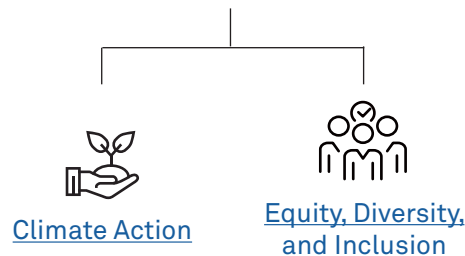
An Ontario in which architects are valued contributors to society, by creating a safe and healthy built environment that performs at the highest levels and elevates the human spirit.

MANDATE

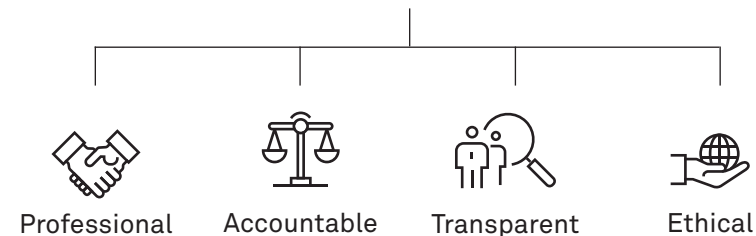
To regulate and govern the practice of architecture in Ontario in the service and protection of the public interest in accordance with the *Architects Act*, its Regulations, and Bylaws; to develop and uphold standards of skill, knowledge, qualification, practice, and professional ethics among architects;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

Strategic Plan [2022-2027]

Themes



Values



Strategic Priorities





Regulatory Leadership

Governance and
Operations

Member
Competency

Public Education

Goal Statements	<p>Bring the OAA's regulatory framework into alignment with current legal principles for professional regulators and modernize our legislative and governing documents to ensure the public interest continues to be served and protected.</p>	<p>Enhance our governance and operational practices to ensure an effective, inclusive, resilient, and transparent organization.</p>	<p>Ensure the continued professional competency and currency of OAA licensed members in order that they maintain their leadership role in the built environment accountable to the public interest.</p>	<p>Advance the public's understanding and recognition that architecture is integral to the quality of life and well-being of our society as experienced through a sustainable, resilient, and durable built environment.</p>
Strategic Priorities	<ul style="list-style-type: none">● Actively engage with government, legal counsel, and the Attorney General to advance the modernization of the <i>Architects Act</i> and its Regulation.● Increase transparency, fairness, objectivity, and impartiality of OAA registration and regulatory processes.● Continue to serve the public interest through ongoing enforcement activities and investigation of breaches of the <i>Architects Act</i> and its Regulations.● Continue to invest in programs and activities that contribute to and foster the diversity and perspective of new applicants to the architectural profession.	<ul style="list-style-type: none">● Implement the operational review recommendations, which include clearly defined roles for Council & staff, additional organizational policies and structures, enhanced IT and data management, enhanced risk management, continued investment in equity, diversity, and inclusion, and ensuring a safe workplace.● Review and update Council governance practices to align with best practices of professional regulators.● Develop a futureproofing strategy for OAA internal resources to be agile and resilient.	<ul style="list-style-type: none">● Administer the legislative requirements of mandatory continuing education through the established program framework.● Anticipate and respond to current disruptions and trends in the industry (e.g. different project delivery methods, climate stability, accessibility, and technological advancements) as well as legislative changes (e.g. harmonization of building codes and accessibility) through optional continuing education offerings.● Provide information in a responsive manner to members that is relevant and timely regarding OAA education resources, as well as programs and services existing elsewhere that fall outside the purview of the OAA.	<ul style="list-style-type: none">● Develop and implement an outreach strategy to educate the public about the role of architecture in creating the built environment and its impact on society.● Continue education initiative to foster a greater understanding of the OAA as a unique professional self-regulator.● Leverage and support programs and services offered by other stakeholders in the built environment to further the public appreciation of architecture and the allied arts.● Continue education regarding best practices in project delivery that relate to regulatory responsibilities of OAA members and practices, inclusive of procurement, in order that the public interest may continue to be served and protected.
Metrics	<ul style="list-style-type: none">● A strategy for modernizing the Act and Regulations has been created and implemented.● The OAA's regulatory standards, policies, and procedures are current and consistent with the right-touch regulatory approach.● Regulatory misalignments have been identified and corrected.● The OAA continues to be in compliance with the Office of the Fairness Commissioner and other government oversight bodies.● There is a clearer understanding of the path to licensure and a greater connection with those on the path to licensure.● The OAA's annual Demographics Survey demonstrates a shift towards increased equity, diversity, and inclusion.	<ul style="list-style-type: none">● The 39 Operational Review recommendations are implemented.● Roles and responsibilities of OAA staff, committees, and Council are defined and documented.● The OAA's risk assessment metrics are implemented.● Staff retention remains high.● Participation and representation in Council elections is improved.● Best-practice gaps in governance relative to professional regulatory organization benchmarks have been identified, prioritized, implemented and measured	<ul style="list-style-type: none">● Member competency and ethical practice continues to develop and is responsive relative to the industry and profession.● The content of the OAA's educational offerings is focused on technical and legislative content that is current and relevant.● Access to competency development-based education is diversified and equitable.● Increased member use of the OAA webpages on learning opportunities outside of the OAA.● Increased member use of the OAA webpages with the existing OAA Documents and Resources as well as Practice Advisory Knowledge Base area.	<ul style="list-style-type: none">● Members demonstrate a clear understanding of the role of the OAA as a regulator and of the extent to which it can promote the public appreciation of architecture.● The OAA has developed and implemented a defined program of public education that responds to our mandate and that is sustainable over time.● The number of times government and other partners/stakeholder have invited OAA to engage/inform on built environment issues in the public interest has increased.



Operational Procedures

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

Issue Date **November 29, 2023**

Revision Dates

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

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

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



ONTARIO ASSOCIATION OF ARCHITECTS
Council Meeting of January 18, 2024 at approx. 11:00 a.m.

Meeting # 291

OPEN MEETING AGENDA

Recognition of Traditional Lands

- | | | |
|---------|---|----------------------|
| 4 mins | 1.0 AGENDA APPROVAL | |
| 1 min | 1.1 Declaration re. Conflict of Interest | |
| | 2.0 APPROVAL OF MINUTES | |
| 4 mins | 2.1 Draft minutes of the December 1, 2023 Open Council Meeting (<i>see attached</i>) | |
| 2 mins | 3.0 BUSINESS ARISING FROM THE MINUTES | |
| | 4.0 ITEMS FOR REVIEW AND APPROVAL | |
| 15 mins | 4.1 Election of Officers (<i>oral</i>) | Registrar |
| 1 min | 4.2 Council Appointment to Eastern Ontario (<i>oral</i>)
<i>It was moved by... and seconded by...to appoint _____ to the vacant Eastern Council seat for the remainder of its term ending December 31, 2024</i> | Registrar |
| 1 min | 4.3 Appointment of Interlocking Directors to the Pro-Demnity Board of Directors (<i>see attached</i>)
<i>It was moved by... and seconded by...that Council approve the appointment of for a two-year term and for a one-year term to serve as inter-locking Directors on the Pro-Demnity Insurance Company Board of Directors effective March 28, 2024</i> | Executive Director |
| 7 mins | 4.4 Publication on OAA Website of Best Practices for Architectural Firms: Summary of Equity, Diversity & Inclusion Roundtable (<i>see attached</i>)
<i>It was moved by Spiegel and seconded by Mintz that Council receive the Report prepared by EDI Consultant, Michelle Grocholsky titled Best Practices for Architectural Firms: Summary of Equity, Diversity & Inclusion Roundtable and direct that the Report be published on the OAA Website as a resource tool for OAA members and practices</i> | Governance Committee |
| | 5.0 ITEMS FOR DISCUSSION | |
| | 6.0 REPORTS | |
| 1 min | 6.1 Report from the President – Activities for the months of December- January (<i>see attached</i>) | President |
| 1 min | 6.2 Report from the Executive Director (<i>see attached</i>) | Executive Director |
| 1 min | 6.3 Report from the Registrar (<i>see attached</i>) | Registrar |
| 1 min | 6.4 Report from the Senior Vice President and Treasurer | SVP & Treasurer |
| | 6.4.a Pro-Demnity Insurance Company – 2024 Budget and Business Plan (<i>see attached</i>) | |

	6.5	Committee Reports	Committee Chairs
1 min	6.5.a	Governance & HR Committee – Update (<i>see attached</i>)	SVP & Treasurer
1 min	6.5.b	Policy Advisory Consultation Team (PACT) – Update (<i>see attached</i>)	Immediate Past President
1 min	6.5.c	Communications and Public Education Committee (CPEC) – Update (<i>see attached</i>)	VP Karney
1 min	6.5.d	OAA Building Committee – Update re. Landscape Design Competition (<i>see attached</i>)	OAA Building Committee
	7.0	ITEMS FOR INFORMATION	
Nil	7.1	OAA Service Area Semi-Annual Updates	
	7.1.a	Communications (<i>see attached</i>)	
	7.1.b	Continuing Education (<i>see attached</i>)	
	7.1.c	Finance (<i>see attached</i>)	
	7.1.d	Human Resources (<i>see attached</i>)	
	7.1.e	Information Technology (<i>see attached</i>)	
	7.1.f	Policy and Government Relations (<i>see attached</i>)	
	7.1.g	Practice Advisory Services (<i>see attached</i>)	
Nil	7.2	Conference 2024 Update (<i>see attached</i>)	Manager, Communications
	8.0	OTHER BUSINESS	
	9.0	DATE OF NEXT MEETING	
	9.1	The next regular meeting of Council is Thursday March 7, 2024 at 9:30 a.m. at the OAA Headquarters, 111 Moatfield Drive, Toronto, Ontario.	
	10.0	ADJOURNMENT	

Ontario Association of Architects

Meeting #290 Open

MINUTES

December 1, 2023

The two hundred and ninetieth meeting of the Council of the Ontario Association of Architects, held under the *Architects Act*, took place on Friday December 1, 2023 at the OAA Headquarters, 111 Moatfield Drive, Toronto and virtually via Zoom.

Settimo Vilardi

President

Ted Wilson

Susan Spiegel

Christina Karney

Kristiana Schuhmann

Farida Abu-Bakare

Loloa Alkasawat

J. William Birdsell

Jim Buttici

Kimberly Fawcett-Smith

Natasha Krickhan

Michelle Longlade

Lara McKendrick

Elaine Mintz

Deo Paquette

Thomas Yeung

Marek Zawadzki

Kristi Doyle

Christie Mills

Tina Carfa

Senior Vice President and Treasurer

Immediate Past President (*virtual*)

Vice President

Vice President

Councillor (*virtual – part attendance*)Councillor (*virtual*)

Councillor

Lieutenant Governor in Council Appointee

Lieutenant Governor in Council Appointee

Councillor

Lieutenant Governor in Council Appointee

Councillor

Lieutenant Governor in Council Appointee

Councillor

Councillor

Councillor

Executive Director

Registrar

Executive Assistant, Executive Services

Regrets:

Greg Redden

Councillor

Guests:

Anna Richter

Incoming Councillor

The President called the meeting to order at 12:20 p.m.

Incoming Council member, Anna Richter was extended a welcome to the meeting by the President. It was noted that she would be attending the meeting as an observer.

The President noted that a land acknowledgement titled *Indigenous Guardians – Caring for the Land* recommended by Councillor McKendrick would be shared with Council as an acknowledgement and recognition of the indigenous land and its people.

The President welcomed staff, members, and others in attendance at the meeting.

DECLARATION RE CONFLICT OF INTEREST

The President called for declaration of any conflicts of interest.

No conflicts of interest were declared.

AGENDA APPROVAL

9651. The President reported that no new items would be added to the agenda.

It was moved by Longlade and seconded by Fawcett-Smith that the agenda for the December 1, 2023 open meeting be approved as circulated.

-- CARRIED

APPROVAL OF MINUTES

9652. *Reference Material Reviewed:* Draft minutes of the September 21, 2023 Open Council meeting.

The draft minutes of the September 21, 2023 Open Council meeting were reviewed.

It was moved by Birdsell and seconded by Karney that the minutes of the September 21, 2023 Open Council meeting be approved as circulated.

-- CARRIED

BUSINESS ARISING FROM THE MINUTES

9653. There was no business arising from the minutes.

ITEMS FOR REVIEW AND APPROVAL

9654. *Reference Materials Reviewed:* Memorandum from the Building Committee dated November 10, 2023 re. OAA Landscape Design Competition and attached supporting documentation. **(APPENDIX 'A')**

The detailed report was presented and reviewed by Council.

It was moved by Yeung and seconded by McKendrick that Council approve a one-stage design competition to address the much needed repair and revitalization of the Headquarters site and landscape, in accordance with the principles and criteria approval of the original landscape design competition brief which was approved by Council in Fall 2022; and, that

- 1. The budget for the competition itself be established at \$108,000 and included in the 2024 Operating Budget;**
- 2. The budget for the design & construction project, including soft costs be established at \$2M, to be addressed over two fiscal periods and in accordance with a financial plan set forth by the Finance & Audit Committee and approved by Council;**
- 3. Architect Joe Lobko be retained to fulfil the role of Professional Advisor for the Competition process and related tasks;**
- 4. The Building Committee be directed to work with Senior Management to oversee this project and report back to Council for information and policy direction as appropriate on a regular basis**

-- CARRIED (12 in favour, 3 opposed (Birdsell, Mintz))

9655. OAA Draft 2024 Operating and Capital Budget *(oral)*

The Senior Vice President and Treasurer reported.

A member of Council enquired as to whether requests for consideration of an updated funding model for the Societies as suggested by the Toronto Society of Architects had been incorporated.

The President responded that it is not included at this point however funding will be discussed with all the society chairs in the new year. A revised funding model will be considered at that time.

Alkasawat joined the meeting at 12:30 p.m.

It was moved by Wilson and seconded by McKendrick that Council approve the 2024 draft operating and capital budgets as presented on December 1, 2023.

-- CARRIED

It was moved by Wilson and seconded by Butticci that Council direct that any 2023 year end surplus be allocated to the OAA restricted reserve, in proportionate amounts to be agreed to between Senior Vice President & Treasurer and OAA Management staff.

-- CARRIED

9656. Reserve Fund Allocation and Finance Options for Proposed Landscape Design Competition (*oral*)

The Senior Vice President and Treasurer reported.

It was moved by Wilson and seconded by McKendrick that Council approve the proposed 3-year plan to build the OAA's Capital and Operating reserves (2024 – 2026) as recommended by the Finance & Audit Committee and presented to Council on December 1, 2023.

-- CARRIED

9657. *Reference Materials Reviewed:* Memorandum from Executive Director, Kristi Doyle dated November 20, 2023 re. OAA Bylaws, Schedule A amendments and attached supporting documentation. **(APPENDIX 'B')**

A member of Council enquired as to whether in future Schedule A could have a column added which shows a comparison of last year's fees to the current year.

It was noted by a member of Council that the schedule is available to view on the website, it is simple a calculation of 4%.

A Councillor suggested that a redlined version be presented to Council in future.

It was moved by Wilson and seconded by Mintz that Schedule A to the OAA Bylaws be approved as circulated reflecting an increase in fees of 4.0% for 2024.

-- CARRIED

9658. *Reference Materials Reviewed:* Memorandum from the Governance Committee dated November 17, 2023 re. Member Demographics Survey Recommendations and attached supporting documentation. **(APPENDIX 'C')**

Doyle reported.

A Council member enquired as to the reason for the January 2024 administration of the survey.

Doyle responded that there is a comprehensive survey of the members and practices likely to be scheduled for 2025 and the proposed schedule we ensure that the demographic survey is not administered in the same year to avoid survey fatigue and duplication.

It was moved by Wilson and seconded by Longlade that Council approve the recommendation of the Governance Committee to adjust the frequency of the OAA's membership demographic survey to a bi-annual basis following the January 2024 administration of the survey, resulting in the next survey to be issued to the membership in January 2026.

-- CARRIED

9659. Appointments to Complaints Committee (*oral*)

Mills reported.

It was moved by Mintz and seconded by McKendrick that Ishan Patel be appointed to the Complaints Committee for a three-year term beginning January 1, 2024.

-- CARRIED

It was moved by Longlade and seconded by Krickhan that Vanessa Fong, Swapan Jeet Kaur, and Toon Dreessen, be reappointed to the Complaints Committee for three-year terms, beginning January 1, 2024.

-- CARRIED

It was moved by McKendrick and seconded by Mintz that Toon Dreessen be reappointed to Complaints Committee for one-year term as Chair beginning January 1, 2024.

-- CARRIED

9660. Appointments to Discipline Committee (*oral*)

Mills reported.

It was moved by Birdsell and seconded by Longlade that Council approve the appointment of Juris Valdis Zvidris and the reappointment of James Alfred Hargreaves to the Discipline Committee for a three-year term effective January 1, 2024.

-- CARRIED

9661. Appointments to Experience Requirements Committee (*oral*)

Mills reported.

It was moved by Karney and seconded by Krickhan that Council approve the appointment of Supreet Barhay, Orietta Quijada and Jesse Dormody, and reappointment of Lorne Rose and Izabela Kazanczuk to the Experience Requirements Committee for a three-year term effective January 1, 2024.

-- CARRIED

9662. Appointments to Registration Committee (*oral*)

Mills reported.

It was moved by Wilson and seconded by Birdsell that Council approve the appointment of Julius Laszlo Horvath to the Registration Committee for a three-year term effective January 1, 2024.

-- CARRIED

9663. Appointments to the Communications and Public Education Committee (*oral*)

Karney reported.

It was moved by Karney and seconded by Schuhmann that Council approve the appointment of Mariella Amodio, Architect to the Communications and Public Education Committee for a 3-year term, effective January 1, 2024

-- CARRIED

9664. Appointment to Finance and Audit Committee (*oral*)

The Senior Vice President and Treasurer reported.

It was moved by Longlade and seconded by Wilson that John Stephenson be reappointed to the Finance & Audit Committee for a two-year term effective December 1, 2023.

-- CARRIED

9665. Appointments to the Policy Advisory Coordination Team (*oral*)

The Immediate Past President reported.

It was moved by Speigel and seconded by Krickhan that Cory Stechyshyn and Ibrahim El-Hajj be appointed to PACT for a three-year term beginning January 1, 2024.

-- CARRIED

It was moved by Speigel and seconded by Mintz that James Eduful be appointed to PACT for a one-year term beginning January 1, 2024.

-- CARRIED

9666. Appointments to Practice Resource Committee (*oral*)

It was moved by Schuhmann and seconded by Karney that Council approve the re-appointment of Nevil Wood for a second 3-year term and the appointment of Changhong Sun for a 3-year term to the Practice Resource Committee effective January 1, 2024.

-- CARRIED

9667. Appointments to the Interns Committee (*oral*)

The Senior Vice President and Treasurer reported.

A member of Council enquired as to whether Laurentian University was contacted regarding participation in the Committee.

Mills indicated that they had been contacted, however staff will reconfirm. The participation can be added in the New Year, if they have a candidate for appointment.

It was moved by Karney and seconded by Butticci that Council appoint the following individuals to the Interns Committee effective January 1, 2024:

- **Ida Badre, Architect**
- **Mostafa Kotby, Architect**
- **Ishan Patel, Architect**
- **Ran Li, Intern Architect**
- **Kamran Hemani, Student Associate**
- **Mohammed Alam, Student Associate**

-- CARRIED

It was moved by Longlade and seconded by Krickhan that Council appoint the following School Representatives to the Interns Committee effective January 1, 2024:

- **Anne Bordeleau (Carleton University)**
- **Lisa Landrum (Toronto Metropolitan University)**
- **Francesco Martire (University of Toronto)**
- **Maya Przybylsky (University of Waterloo)**

-- CARRIED

9668. *Reference Materials Reviewed:* Memorandum from Registrar, Christie Mills dated November 14, 2023 re. Appointment of Life Members. (**APPENDIX 'D'**)

Mills reported.

It was moved by Longlade and seconded by Karney that the following architects be appointed Life Members:

Leslie Andrew	Brian Hierlihy
Charles H. Barrett	Ernest H. Hodgson
Bruno Bortolotti	Brian J. Jewitt
Myron E. Boyko	James B.A. McDonald
Astra Burka	Gregory M. McLean
Donald Kent Coleman	David G. Mitchell
David D. Craddock	J.C. Daniel Parent
Theodore Davidson	Nicholas Varias
Naeem U.H. Qureshi	Wayne Wagner
Frank DeCiantis	James W. Woods
Robert J. Gallant	
Girish Ghatalia	
Norman E. Grey-Noble	
John Hackett	
-- CARRIED	

9669. *Reference Materials Reviewed:* Memorandum from Registrar, Christie Mills dated November 14, 2023 re. Recognition of Architects Long Standing and attached background information. **(APPENDIX 'E')**

Mills reported

It was moved by Schuhmann and seconded by Mintz that the following architects be recognized as Long Standing Members:

Peter E. Peltekoff
Karl H. Stevens
Alexander L. Temporale
John R. Hix
Paul W. Roth
John B. Stark
-- CARRIED

9670. *Reference Materials Reviewed:* Memorandum from Executive Director, Kristi Doyle dated October 16, 2023 re. Signing Authority for the OAA's Continuing Education Program (ConEd). **(APPENDIX 'F')**

Doyle reported.

A Councillor enquired as to who carried signing authority for the ConEd program prior to today's request.

Doyle responded that she had the authority in the past. The Deputy Registrar has recently been assigned the role and responsibility for the management of the OAA's mandatory Continuing Education program and staff. The assignment of authority to sign documentation related to ConEd is an appropriate and effective delegation of duties to another senior staff member.

It was moved by Longlade and seconded by McKendrick that Deputy Registrar Claire Hepburn be granted signing authority to execute documents on behalf of the OAA for all matters related to the OAA's Continuing Education Program.
-- CARRIED

9671. *Reference Materials Reviewed:* Memorandum from Vice President and Chair, PRC, Kristiana Schuhmann dated November 13, 2023 re. Practice Resource Committee (PRC) – New Practice Tips and attached supporting documentation. **(APPENDIX 'G')**

Vice President Schuhmann reported.

A member of Council enquired as to whether the code matrices could be made available in a compressed version.

It was suggested by several members of Council that there are templates which may be used to allow a member to modify them for their own use.

It was moved by Schuhmann and seconded by Karney that Council endorse the Practice Tips PT.10.3 and PT 10.5 as recommended by the Practice Resource Committee and presented to Council on December 1, 2023.

-- CARRIED

9672. *Reference Materials Reviewed:* Memorandum from Chair, Interns Committee c/o Registrar, Christie Mills dated November 14, 2023 re. Mentorship Guide Update and attached supporting documentation. **(APPENDIX 'H')**

Abu-Bakare reported.

It was moved by Abu-Bakare and seconded by Longlade that Council approve the content updates to the Mentorship Guide.

-- CARRIED

9673. *Reference Materials Reviewed:* Memorandum from the Continuing Education Advisory Committee dated November 21, 2023 re. Report on the Call for Presenters for the OAA Conference 2024 and attached supporting documentation. **(APPENDIX 'H')**

The Committee reported.

It was moved by Spiegel and seconded by Krickhan that Council approve the proposed roster of Continuing Education for the OAA Conference 2024 as recommended by the Continuing Education Advisory Committee subject to minor changes based on speaker availability and budget.

-- CARRIED

9674. *Reference Materials Reviewed:* Memorandum from the Communications and Public Education Committee (CPEC) dated November 21, 2023 re. OAA 2024 Conference – Keynote Recommendation and attached supporting documentation. **(APPENDIX 'I')**

Vice President Karney reported.

It was moved by Mintz and seconded by Longlade Council to approve the Communications and Public Outreach Committee's recommendation of Vishaan Chakrabarti as the Keynote Speaker for OAA Conference 2024.

-- CARRIED

9675. *Reference Materials Reviewed:* Memorandum from the Communications and Public Education Committee (CPEC) dated November 21, 2023 re. Updates from CPEC and Public Outreach Plan and attached supporting documentation. **(APPENDIX 'J')**

Vice President Karney reported.

It was moved by Karney and seconded by Mintz that Council approve the Public Outreach Plan proposed by the Communications and Public Education Committee; and, that staff be directed to propose tactics for consideration under the 2024 Work Plan, to be reviewed by the Committee in early 2024

-- CARRIED

ITEMS FOR DISCUSSION

9676. There were no items for discussion.

EXECUTIVE COMMITTEE REPORTS

9677. *Reference Material Reviewed:* President's Activities for the months of September-December. **(APPENDIX 'K')**

It was noted for the record that Councillor McKendrick attended the Society Visit with St. Lawrence Valley on October 11.

The report was noted for information.

9678. *Reference Material Reviewed:* Report from Executive Director, Kristi Doyle dated November 22, 2023 re. Executive Director Report to Council. **(APPENDIX 'L')**

A member of Council requested further clarification regarding the upcoming Ontario Building Officials Association (OBOA) event on December 18.

Doyle responded that the chapter Chairs of the OBOA have invited the OAA to a discussion regarding professional design requirements as set out under the Architects Act, as well as it being an opportunity to speak with the Building Officials on issues of common interest.

It was suggested by a member of Council that the event may be a opportunity to do some soft diplomacy on the topic of procurement.

Doyle noted that the OBOA and building officials in general are not involved in procurement. Through the Construction and Design Alliance of Ontario (CDAO), procurement day will be held in the spring where it will be discussed. The target audience for procurement discussions is procurement professionals, and other public employees.

The report was noted for information.

9679. *Reference Material Reviewed:* Memorandum from Registrar, Christie Mills for the period September 6, 2023 to November 14, 2023 re. Office of the Registrar Statistical Report to Council. **(APPENDIX 'M')**

The report was noted for information.

9680. *Reference Material Reviewed:* Memorandum from the Governance Committee dated November 17, 2023 re. Update from OAA Governance Committee. **(APPENDIX 'N')**

It was reported that the President and Manager, Policy and Government Relations, Sara Trotta met with Associate Minister of Housing Flack where issues such as housing affordability, modular housing and other issues were discussed.

The report was noted for information.

9681. *Reference Material Reviewed:* Memorandum from Vice President, Kristiana Schuhmann dated November 21, 2023 re. Practice Resource Committee (PRC) – Update. **(APPENDIX 'O')**

The report was noted for information.

9682. *Reference Material Reviewed:* Memorandum from Immediate Past President, Susan Speigel dated November 10, 2023 re. Update on the Policy Advisory Coordination Team's (PACT) work. **(APPENDIX 'P')**

The report was noted for information.

9683. *Reference Material Reviewed:* Memorandum from the Interns Committee Chair, Farida Abu-Bakare c/o Registrar, Christie Mills dated November 14, 2023 re. Interns Committee Update. **(APPENDIX 'Q')**

The report was noted for information.

ITEMS FOR INFORMATION

9684. *Reference Material Reviewed:* Memorandum from Executive Director, Kristi Doyle dated November 19, 2023 re. Meetings of the Regulatory Organizations of Architecture in Canada (ROAC) and attached background information. **(APPENDIX 'R')**

The report was noted for information.

9685. *Reference Material Reviewed:* CACB-CCCA Latest Activities dated October 2, 2023. **(APPENDIX 'R')**

A member of Council enquired as to whether there is a breakdown in the numbers of applications refused and to track that number in order to improve the process for applicants.

A Council member noted that the Canadian Architectural Certification Board (CACB) operates independently of the OAA.

Doyle noted that CACB is owned by the members of ROAC and the CCUSA. CACB is responsible for certification of academic qualifications and accreditation of the schools of architecture.

Mills requested clarification if the Councillor was enquiring about academic certification or BEFA and if there was any data to support these concerns.

The Councillor responded that they were enquiring about BEFA and academic certification as they were given some feedback on the process.

Doyle responded that there are many reasons BEFA applicants may move through the program at different rates; one aspect of the process is applicant driven and relies on the timeliness of own submissions.

Mills noted that FARPACTA is currently considering amendments that look to accountability and timeliness of third party service providers for regulators and this may allay concerns on this matter.

The report was noted for information.

OTHER BUSINESS

9686. The President thanked outgoing Councillors Abu-Bakare and Paquette on behalf of Council for hard their work and support during their tenure on Council and spoke about each one's accomplishments and reflecting on their time on Council. Former Councillor Clayton Payer was recognized for his service on Council as well.

DATE OF NEXT MEETING

9687. The next regular meeting of Council is Thursday January 18, 2024 at 9:30 a.m. at the OAA Headquarters, 111 Moatfield Drive, Toronto.

ADJOURNMENT

9688. **It was moved by Mintz and seconded by McKendrick that the meeting be adjourned at 1:18 p.m.**

-- CARRIED UNANIMOUSLY

President

Date

Memorandum

To: Council

FOR COUNCIL MEETING

January 18, 2024

(open)

ITEM: 4.3

Settimo Vilardi	Loloa Alkasawat
J. William Birdsell	Jim Butticci
Kimberly Fawcett-Smith	Christina Karney
Natasha Krickhan	Michelle Longlade
Lara McKendrick	Elaine Mintz
Greg Redden	Anna Richter
Kristiana Schuhmann	Susan Speigel
Edward (Ted) Watson	William (Ted) Wilson
Thomas Yeung	Marek Zawadzki

From: Kristi Doyle, Executive Director

Date: January 9, 2024

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

Objective: To consider the appointment of two Councillors to the Pro-Demnity Board of Directors effective at the Pro-Demnity AGM on March 28, 2024.

As you are aware, the OAA Council has three interlocking directors on the Board of Pro-Demnity. One member is by virtue of office and that is the Senior Vice President & Treasurer, currently held by Ted Wilson. In addition to the SVP & Treasurer, the Council selects two other members of Council to stand for appointment to the Board. The Councillors currently holding those seats are Lara McKendrick and Bill Birdsell. Their term on the Board will be completed in March.

The appointments to the Board of Directors are officially made each year at the annual meeting of the Shareholder (i.e. the Council of the OAA). This year's AGM is scheduled for March 28. At that time, Pro-Demnity's Nominations Committee puts forward a final slate of proposed Directors for Council to vote on. OAA Council's selection of interlocking directors will be added to the slate as well.

A notice was sent to all of Council with a request for expressions of interest to be considered for the two seats on the Board with a deadline of January 9 @ 10 a.m. Statements of interest were received from Kristiana Schuhmann, and Susan Speigel. Statements of interest were also received from Loloa Alkasawat and Natasha Krickhan, however after the deadline. The submissions from all four individuals are attached.

The process for the appointment of inter-locking Directors to the Pro-Demnity Board falls under the purview of Council and as such, can determine the eligibility of the submissions.

At the request of the Pro-Demnity Board, and agreed to by Council a number of years ago, the Council appointments are for two years, however can be revisited each year. For

purposes of good governance it is being recommended that one of the appointments be for a one-year term and the other for two years, since all attempts are made to stagger the appointments. The staggering of the appointments was interrupted in 2022 with the early departure of a member of Council.

Action

It was moved by... and seconded by...that Council approve the appointment of for a two-year term and for a one-year term to serve as inter-locking Directors on the Pro-Demnity Insurance Company Board of Directors effective March 28, 2024.

Attachments

Statement of Interest from:

Loloa Alkasawat
Natasha Krickhan
Kristiana Schuhmann
Susan Spiegel

Ms. Tina Carfa

Executive Assistant, Executive Services

111 Moatfield Drive Toronto, ON

M3B 3L6

Subject: Letter of Interest to the Position Interlocking Director at the Pro-Demnity Board

Date: Jan 09, 2024

Dear Ms. Tina Carfa,

This serves an my interest to apply for the interlocking director on the Pro-Demnity Board.

I am a practicing architect with a corporation that is two years old, and previously I was a sole practitioner for 5 years, and an employee in architectural firms for most of my career, in addition to holding a council position on the OAA..

I had insurance with Pro-Demnity in both scenarios I working alone, and I am able to bring to the board my experience using this insurance, in addition to my international experience using insurance in the Syrian Architects Association, which similar to Pro-Demnity.

I serve as a member of Council, and as a member of the Syrian Architects Association to date, and I try to provide important perspective and feedback based on my 20 plus experience in the field.

I bring to the table a diverse perspective, and a fresh outlook, as when you are new to a committee you are an outsider bringing forward new vision and ideas. I am critical sometimes of old ways, in a good way, as we need to plan for new eras and new challenges, so I see questioning the status quo as not a bad idea from time to time, to vet the validity of our work and methodologies, and to engrain new ideas.

I hope to be an asset to the board and provide an insight on what other associations on an international level are doing, such as health insurance, retirement strategies, group plans, travel insurance for firms, and other important aspects of running an architectural office.

I hope to be given this opportunity to provide my input and experience to the board.

Regards,

Loloa Alkaawat, OAA

Council Member



HaNK Architecture + Interiors inc. 63 Bowmore Road, Toronto, ON, M4L 3J1

January 9th, 2024

Ms. Tina Carfa
Executive Assistant, Executive Services
111 Moatfield Drive
Toronto, ON
M3B 3L6

Sent via email to: TinaC@oaa.on.ca

Dear Ms. Carfa,
I hope this letter finds you well. I am writing to indicate my interest in serving as an Interlocking Director from Council on the Pro-Demnity Board for a two year term.

I understand the OAA is Pro-Demnity's sole shareholder and that I would be representing Council in the public interest on Pro-Demnity's Board. I have over 30 years of experience, including over 10 years as a senior managing architect and 5 years as Principal of my own firm. I am confident that I can contribute by drawing on my depth of knowledge about the practice of architecture as it relates to insurance and risk management issues.

As chair of the Interns Committee in 2020, I worked with John Hackett, Vice President, Practice Risk Management at Pro-Demnity to develop the seed of an idea to re-package existing "claims stories" into compelling podcast episodes in order to educate a new generation of students, interns and architects (and provide a refreshing way to remind more seasoned architects) about insurance and risk management issues. You can check the claims stories out here:
<https://prodemnity.com/risk-education/#case-studies>

I am interested in furthering education initiatives especially as they relate to climate action and risk management. Pro-Demnity is in a unique position and could help find synergies amongst other insurers to provide incentives and empower clients and their architects to design above the current standards to create a more sustainable and beautiful environment for us all and future generations.

All best,

Natasha Krickhan Architect, B.E.S., B.Arch, CaGBC, LEED AP, OAA
Principal, HaNK Architecture + Interiors inc.
63 Bowmore Road, Toronto, ON, M4L 3J1
416-700-6729

Kristiana Schuhmann

January 08, 2024

Pro-Demnity Board Expression of Interest

To my fellow OAA Councillors,

Thank you for considering me for the 2-year position as interlocking Director from Council.

The purpose of the interlocking director is to spread knowledge of Pro-Demnity across Council. Hence the cycle of two members for two years. Over the past 10 years I've demonstrated a desire to learn about the various volunteer roles of the OAA and an ability to adapt this knowledge to my work on those committees, as well as Council. This experience and success has been a great source enjoyment and satisfaction for me. My dedication to learning and implementation will serve me well as I support and uphold the principles of a Director of the Pro-Demnity Board and bring this knowledge learned back to Council.

As a note, I am also running for a Vice President position and if successful, intend to fill both positions. I have the time management ability, which combined with my experience, will make an excellent fit for both positions. I've also recently opened my own small practice which has allowed me a better understanding of how Pro-Demnity functions from a practice perspective. The purpose of this role, however; as a Council representative to the Board, is to ensure the that decisions are being made with the object to protect the public interest.

Thank you,
Kristiana Schuhmann, OAA

Interlocking Director

Statement of Interest from Susan Speigel

Hello Council,

Part of what I want to convey in this statement is about ProDemnity and the OAA's work together to those of you who are new to Council and those of you who just would have no reason to know this level of detail.

I was the interlocking director for a year and then sat on the ProDemnity Board for another 3 years as SVP and President.

Architecture and Insurance are importantly intertwined.

The OAA developed ProDem so that ALL architects **could** be insured.

Architects have a significant role to play with ProDemnity, as architects provide an architectural oversight lens on insurance. But as Insurance is a complex business, we need ProDemnity's oversight on the business of insurance. That seems like an obvious statement, but so much of what we do as Architects dovetails with what we are allowed to do from an insurance, liability and Risk Management perspective – so - we need to work together.

Good Business

ProDemnity is a for Profit company owned by the OAA. Getting up to speed on the insurance business is one of the most important aspects of an architect's role on ProDemnity. In turn ProDemnity has made it their strategic mission to understand what matters to architects, how we run our businesses' with their Risk Management knowledge and the education they provide to Architects.

Good Collaborative Relationships

We have a respectful and good collaborative relationship with ProDemnity.

As a 'sister' company owned by the OAA – ProDemnity brings good business acumen to the table, and we bring our professional, ethical and strategic concepts to ProDem. For example, as part of our growing Climate Strategies at the OAA, we insisted, 5 years ago that ProDemnity divest their investment in Fossil Fuels. Although our request was a bit ahead of the ESG curve they did manage to find great opportunities to invest in alternative Climate responsible resources.

Another example of how we support each other is our RFP Alerts that our Members have really appreciated. When government RFP's requested that Architects provide services we are not insured for we worked together to push back on this. The result was important public education, and the OAA taking a stand protecting the public. It encouraged some government agencies to engage with the OAA to make important changes that wouldn't put architects, the public or government clients at risk.

Additionally, there are some decisions made by ProDemnity, that were made based on business and insurance issues that had unintended consequences for Architects. We must be very alive to those possibilities.

We influence one another in Business, Risk and Respect.

When Bruce became the new Executive Director, of Prodemnity, he conducted a fulsome Operational Review and developed a new Strategic Plan.

When the Reports were presented to the OAA and the ProDemnity Board, it was thorough, inspirational, and forward thinking. It convinced me that the OAA would benefit from this self-examination. Kristi was also very committed, and we launched our own OAA Operational Review, Strategic Plan and Governance Review over the years of my Presidency. We were proactive and have positioned the OAA for our new future – which we are presently participating in, working through in our 5-year plan right now.

From my VP statement, you will already know my belief in the need for ongoing continuity and longevity both at the OAA and by extension, ProDemnity. In general, people with long and varied practices are very useful to ProDemnity, but I think we also need to prepare a younger cohort to begin to assume these roles, as it is a steep learning curve.

For all the above, I am putting myself forward as the interlocking director for the coming year and hope that you will find that I am a good fit.

Thank you,

Susan

Memorandum

FOR COUNCIL MEETING

To: Council

January 18, 2024

(open)

ITEM: 4.4

Settimo Vilardi	Loloa Alkasawat
J. William Birdsell	Jim Butticci
Kimberly Fawcett-Smith	Christina Karney
Natasha Krickhan	Michelle Longlade
Lara McKendrick	Elaine Mintz
Greg Redden	Anna Richter
Kristiana Schuhmann	Susan Spiegel
Edward (Ted) Watson	William (Ted) Wilson
Thomas Yeung	Marek Zawadzki

From: Governance Committee

William (Ted) Wilson, SVP & Treasurer, Chair
 Susan Spiegel, Immediate Past President
 Michelle Longlade, LGIC

Settimo Vilardi, President
 Elaine Mintz, LGIC

Date: January 5, 2024**Subject:** Results of third EDI roundtable discussion and resulting Report.

Objective: To provide an update regarding the fall 2023 EDI Architectural Practices Roundtable and recommend publication of the resulting Report via the OAA Website

In the fall of 2021, [the OAA Equity, Diversity, and Inclusion and Truth & Reconciliation Working Group presented 40 recommendations to Council after which the group was sunset](#). The final recommendation to be completed in 2023 was a third EDI Roundtable discussion that was held last fall. This roundtable aimed to foster discussion among architectural practices regarding initiatives and EDI best practices within firms.

The virtual roundtable was facilitated by EDI consultant Michelle Grocholsky, founder and CEO of [Empowered EDI](#). She is an award-winning equity strategist with global distinctions, Michelle has successfully supported the Ontario Veterinary Medical Association and other organizations with their EDI initiatives.

Empowered EDI has prepared the attached Summary Report for Council's consideration. The Report reflects the discussion among the participants and outlines best practices, which were supported by the participants and the third party consultant. Once reviewed by Council the participants will have the opportunity to be acknowledged on a voluntary basis. The Governance Committee reviewed the draft Report at its meeting on January 4 and is recommending that the OAA publish the Report as a resource tool for members and practices.

Action

Council to consider the following motion:

It was moved by Speigel and seconded by Mintz that Council receive the Report prepared by EDI Consultant, Michelle Grocholsky titled *Best Practices for Architectural Firms: Summary of Equity, Diversity & Inclusion Roundtable* and direct that the Report be published on the OAA Website as a resource tool for OAA members and practices

Attachments

Best Practices for Architectural Firms: Summary of Equity, Diversity & Inclusion Roundtable

Best Practices for Architectural Firms: Summary of Equity, Diversity & Inclusion Roundtable

COMPLETED BY: EMPOWERED EDI INC

DRAFT SHARED: SEPTEMBER 28, 2023

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1. Executive Summary

The purpose of this report is to provide a summary of the Ontario Association of Architects' (OAA) Roundtable on Equity, Diversity, and Inclusion (EDI), held virtually on September 12, 2023, and identify best practices to advance EDI in the architectural industry.

The roundtable included eight professionals from the industry and aimed to foster discussion among architectural practices regarding challenges and initiatives in the architectural profession surrounding EDI. This event was a continuation of roundtable sessions held in the Fall/Winter of 2020 that resulted in a [Summary Report and Recommendations](#).

The insights and reflections provided in this report are based on the contributions of roundtable participants as well as leading and best practice recommendations for advancing equity, diversity, and inclusion in the workplace. Through a facilitated discussion, participants focused on several areas that can support EDI in the industry, specifically:

- Attracting equity-deserving talent through:
 - **setting the tone early** that organizations are working to advance EDI;
 - **de-biasing hiring decisions** to support fair and equitable outcomes; and
 - **removing barriers** for equity-deserving talent.
- Retaining equity-deserving talent by:
 - **creating inclusive working environments** that consider the needs of individuals across different identity groups;
 - **providing ongoing development opportunities** for equity-deserving talent to grow; and
 - **establishing transparent and open communication** across all levels of the organization.
- Promoting equity-deserving talent by:
 - **establishing clear and consistent performance assessments**.
- Understanding the diverse composition of organizations by:
 - **capturing the diverse representation** of workforces and identifying potential gaps.
- Promoting EDI knowledge and skills by:
 - **growing and advancing diversity, inclusion, and equity knowledge and skills** within practices.
- Ensuring pay equity by:
 - **creating safe opportunities** for employees to raise potential concerns with compensation; and
 - **implementing mechanisms** to identify compensation inequities.
- Supporting EDI advancement in the industry through:
 - **establishing organizational values** that centre equity, diversity, and inclusion; and
 - **the respectful and fair treatment of Intern Architects**.

The details of the conversations that supported these themes are contained within this document. It also concludes with a matrix of best practices and strategies for firms to consider in the advancement of equity, diversity, and inclusion in the architectural profession.

Note: This document is a resources tool and does not constitute legal advice or an interpretation of the law. Best Practice recommendations are those of the participants and/or the consultant engaged.

2. Background

2.1 Context

The OAA's five-year Strategic Plan [includes a commitment to address two very important environmental and social governance themes : Climate Action and Equity, Diversity, and Inclusion](#). These themes act as lenses through which the OAA's work is viewed in order to ensure it positively aligns with the principles.

On July 22, 2020, the OAA first issued an invitation to members to participate in a roundtable discussion on Equity, Diversity, and Inclusion (EDI). Two roundtables were held in the Fall and Winter of 2020 and resulted in a [Summary Report](#) that included 40 recommendations being made to advance EDI. In the summer of 2023, OAA sought a consultant to support an additional roundtable discussion to identify the work being done to advance EDI within the industry by architectural firms. Eight individuals, representing eight architectural firms from across the province, participated in the two-hour discussion. Their insights, along with EDI leading and best practices, form the basis of this summary report.

2.2 Importance of EDI

EDI is an important area of focus in making the architectural profession the best it can be. Gaining insight on the experiences of others helps us understand where more attention and resources can be committed to ensure everyone feels valued and is treated with the utmost respect and fairness.

There is also overwhelming evidence of the positive benefits of EDI, including:

- Enhanced team performance, including better problem solving;
- Stronger innovation;
- Higher trust and engagement; and
- Better investment financial performance.

The OAA's commitment to advance EDI in the profession is ongoing and will continue within the Association's regulatory mandate and framework. The ongoing gathering of insight through roundtable discussions signals the importance of EDI to the OAA and the profession at large.

3. Discussion Feedback

3.1 Discussion Themes

The following themes emerged as key areas in advancing EDI in architectural practices.

3.2.1 Attracting Equity-Deserving Talent

Participants shared that efforts have been put in place within their firms to attract equity-deserving talent by creating a welcoming environment for potential candidates, eliminating bias in hiring decisions, and removing barriers that may impede candidates from applying. Further, it was discussed that internationally trained talent face challenges when coming to work in Canada. It is noted that the OAA and Canadian Architectural Certification Board (CACB) provide detailed guidance on the licensure process to become an architect in Ontario, with specific resources available to internationally trained resources.

Set the Tone

“There are barriers that are hidden that you don’t actually see; people **might not feel invited** to even apply to the firm.”

Efforts to attract candidates from equity-deserving groups were reported being made starting with changes to how firms are presenting themselves to potential candidates in job postings. Examples such as including more visible diversity on websites, using [gender-inclusive language in job descriptions](#) and clearly articulating organizational values centred on EDI were discussed.

Participants felt that:

“A lot of it has to do with the immediate **language that you put forward.**”

For example, participants suggested that [using pronouns](#) when introducing yourself to candidates is helpful in establishing a safe and inclusive environment.

Other ways of establishing a welcoming environment were shared, including creating a culturally safe space that resonates with equity-deserving talent. As one participant described,

“We sat down with our partners and, over the course of a few sessions, the team came up with our organizational values and it was all about how we approach our team and work together. Then we had a local Ojibwe artist translate that into a painting and attached that to our job offerings. We have had a lot of success. [We have] seen more diverse applicants, the **personal attributes they can connect with.**”

Other suggestions included incorporating statements specifically inviting people from equity-deserving groups to apply for job opportunities. [In order to support compliance with the Accessibility for Ontarians with Disabilities Act \(AODA\), it is important to offer accommodation in the hiring process for those who request it.](#) Participants also pointed out the importance of providing compensation information on job opportunities. It is noted that compensation can be determined using a [pay equity approach](#) in which pay classes are determined by [skill, effort, and responsibilities](#). [The Pay Equity Act is a legal requirement that covers all employers in Ontario, except for private-sector employers with fewer than 10 employees.](#)

“The OAA **requires job compensation** to be transparent on the [OAA Classifieds](#).”

De-bias Hiring Decisions

“It’s really hard to check your own bias; **we all have biases** from our own experiences.”

Putting effort toward de-biasing hiring practices, processes, and decisions was identified as an important tool in supporting the attraction and successful hiring of equity-deserving talent.

Participants identified strategies such as using a hiring panel that includes diverse talent and perspectives, and ensuring identification of candidates for job offers is not done in a way by any one individual. For example, we heard:

“When we get a collection of resumes, we **ask a handful of people** to look at resumes.”

And others noted that:

“It’s hard to remove bias because you can see on the resume where the person went to school, level of education or country they came from. [We] try to get people for interviews by phone or via Zoom and get to know them more. Take names off resumes when evaluating candidates. **Use a panel to make hiring decisions** and check your biases.”

Remove Barriers for Equity-Deserving Talent

Participants discussed approaches to specifically seek out qualified individuals from equity-deserving groups that included using job boards that specifically target those individuals while still assessing skills, experience, and competence.

As one participant stated:

“Find people that have the personal attributes to gain the knowledge and qualifications they need. Being able to put someone in front of a situation and **know that they have the capacity to find the answers** and an openness to communication [is important].”

3.2.2 Retaining Equity-Deserving Talent

Create an Inclusive Working Environment

While attracting equity-deserving talent is important, retaining those individuals once they become a part of an organization is equally important. Participants described efforts that were made to ensure that individuals from equity-deserving groups felt welcomed in their workplaces and felt valued for their contributions.

For example, participants emphasized the importance of going above the minimum requirements of the [Employment Standards Act \(ESA\)](#) requirements by offering fair and equitable compensation and desirable working conditions.

As one participant described:

“We ensure a maximum of a 37.5-hour work week, pay a living wage for interns and entry-level staff, pay for overtime, etc.”

[Many participants also highlighted the inequitable conditions that Intern Architects face, often working long hours and receiving little to no pay.](#) This often disproportionately affects individuals from equity-deserving groups that have historically been underrepresented in the profession.

Participants highlighted the importance of designing and maintaining inclusive spaces that are continually shaped by a variety of diverse voices and perspectives.

One participant shared an example that demonstrated the importance of ongoing feedback and openness to change in creating a welcoming environment.

“For example, not only having gender-neutral washrooms in workspaces, but **listening to feedback** that led to mirrors being put in individual stalls to allow individuals to adjust face coverings [hijabs] in privacy.”

Participants also discussed the importance of flexible working conditions and supporting accommodation needs. For example, one participant noted the approach of:

“Rather than being inflexible [regarding work hours], [I ask staff] tell me what your expectations are and we’ll work together to try and meet it. [Take the approach of] **let’s figure out a way to make that work.**”

Provide Ongoing Development Opportunities

“One thing I try to do is **provide as much mentorship as possible**. I might invite new interns to client meetings; sometimes you don’t get that opportunity until you’re years in.”

Participants discussed the importance of providing ongoing and meaningful development opportunities to equity-deserving talent. This included providing annual continuing education funds, establishing mentorship and/or sponsorship programs, and creating reward and recognition programs that can elevate equity-deserving talent within an organization.

Additionally, participants noted that it wasn’t just about the presence of these things but the quality of them:

“[We] think about the quality of these experiences...**what kind of experience are those individuals having?** For example, performance reviews, transparency of pay scales, [and] there’s also quality of opportunities. What is the actual quality of that experience that they are having? [Not just] are they having the opportunity to participate in training opportunities.”

Participants noted the often-problematic hierarchies that are found within the industry lead Intern Architects and junior staff to difficult and less meaningful work experiences.

Suggestions to overcome this issue included enabling junior staff to lead small projects.

As one participant noted:

“We have a **deliberate practice of having everyone as a project leader** [including giving them the title]. Where students come to us, we try to find a small project that they can lead. We have one large room—no offices. We don’t hand the project from person to person. We want people to experience all the joys of being on the jobsite and experience how to work with a contractor and explaining how to build this thing. We find that there’s a reward in how to make this thing real.”

Establish Transparent and Open Communication

“**Different people have different drivers**, it really depends on what’s motivating to people. Some people are very motivated by salary, some by flexibility, some by highest-profile design projects. People come to work with very different motivations. Having that openness to the conversation is important.”

In retaining equity-deserving talent, participants discussed establishing transparent and open communication to understand the desires of their employees. Other areas of concern often focused on compensation. As one person noted:

“One of the things we struggle with in retaining our talent is compensation—how people are compensated with the talents they bring forward everyday. People don’t raise this issue, they just leave and have a new job lined up.”

Many participants identified the struggle of retaining talent due to compensation concerns. Furthermore, they described the inequities that can be created when compensation is not transparently and openly discussed.

As one participant described:

“Some people won’t ask for a raise.”

Solutions to overcome this concern included providing [transparent pay scales](#) and safe avenues for staff to raise concerns.

“I once worked in an office where they handed out the pay scales, rubric, based on years of experience, etc. **There was no question around what I was being paid.**”

Participants felt however that more could be done. As one noted:

“Having transparency within the firm is a wonderful thing; **there needs to be more [compensation] transparency for Ontario.**”

Lastly, participants discussed transparently sharing their business finances with employees to strengthen trust:

“One of the things I don’t have any trouble sharing with my staff is finances; to **let people understand what the economics are behind the business.**”

3.2.3 Promoting Equity-Deserving Talent

Establish Clear and Consistent Performance Assessments

Following the conversation, some participants further reflected on the questions and identified the importance of implementing fair performance assessment tools to ensure the fair promotion of equity-deserving talent, as supported by leading and best practice research.

3.2.4 Diverse Composition of Your Organization

Capture Diverse Representation

In order to support EDI initiatives in firms, some participants also further reflected on the importance of understanding the diverse composition of their workforce. This would include capturing the diverse identities of their people through self-identification initiatives and considering benchmarks to identify gaps and strengths.

As one participant noted:

“Making sure that the stakeholders that we deal with [are satisfied]. **Do we show diversity in a way that appeals to them?**”

3.2.5 EDI Knowledge and Skills

Grow and Advance EDI Knowledge and Skills

Participants identified the importance of maintaining a growth mindset toward EDI and participating in learning opportunities whenever possible. This could include participating in formal training events or learning from their local communities and peers.

As one person challenged:

“I think as professionals **we should be stepping out into our communities** and beyond our profession.”

Others noted the ways in which they worked to celebrate diversity in their firms such as through social events.

One participant described:

“One of the ways that we’ve brought our team together is international potlucks; **people come feeling proud** with what they’ve contributed, it’s been a fun event to get to know people at the table.”

One participant cautioned to ensure that social events truly are inclusive and considerate of individuals needs. They noted:

“We had a [person] not attend an event [for religious reasons] because alcohol was served. It was a lesson learned for us in **making sure everyone feels included** and has a sense of belonging.”

Lastly, participants discussed the opportunities that working with clients present to them:

“When we work, we get to learn about different professions. A lot of that helps us to learn how other organizations work within this EDI space—we learn a lot from our clients. I always think that **the clients that we work with provide us an opportunity to see a new perspective.**”

3.2.6 Pay Equity

Create Safe Opportunities to Raise Concerns

“I am aware of firms where sharing your compensation with a co-worker is a **cause for termination.**”

Participants discussed the problematic practice of keeping compensation private. They described methods to ensure that [pay is equitable](#) among their employees and that there are open channels of communication for discussing concerns.

One participant stated:

“I’ve **implemented a pay equity approach**, looking at skills, effort, and responsibilities. If it’s an equivalent job where people have equivalent skill, effort, and responsibility, [they should be paid equally].”

Another described using frequent pulse surveys to check in on their employee’s experience in their organizations. They noted:

“We meet every six months and do a **pulse survey**. [We ask], do you feel like you are acknowledged (compensated) for what you bring to the team? The next question is if you don’t feel that you are acknowledged appropriately. We ask for comments, and then we meet with people, [and have] informal 30-minute conversations. It creates a less-formal compensation review conversation.”

Strategies such as this were felt to alleviate communication breakdowns and concerns regarding compensation as well as general working conditions.

Implement Mechanisms to Identify Compensation Inequities

Following the conversation, some participants identified the need for formal processes to review compensation and fairness such as [pay equity audits](#). They noted that this practice needs to consider fairness across all identity groups, [not just gender which is more commonly considered](#).

3.2.7 Supporting EDI Advancement in the Industry

Establish Organizational Values

Participants described how important it is to advance EDI throughout the industry, beyond their individual firms. Creating statements that demonstrate an overarching commitment to EDI and embedding these concepts into their values and ways of working were identified as important strategies.

As one participant noted:

“[We need to] **establish EDI as a leadership priority**, not just an HR issue.”

Some participants also discussed the importance of EDI being embedded in their work and the reality of the impact this can have. As described by one participant:

“[EDI is not] at all an HR challenge; it’s a business challenge.”

It’s important to understand the stakeholders of an organization. For example, [more than 85% of buying decisions are influenced by women](#).

Advocate for Equitable Procurement Processes and Procedures

One participant identified the often problematic and unfair conditions in which their work is evaluated and a desire to address immoral and illegal contract provisions. They described the lack of procurement process, procedures, and policies that often lead to work being granted to firms that are not prioritizing EDI.

As one participant described:

“It’s frustrating to lose an RFP to firms that are **not subject to the same values around fairness** and then get awards for the sweat equity of working off the backs of our next generation. We need to challenge this [as a profession].”

Respectful and Fair Treatment of Interns

Participants noted throughout the conversation the concerns they had with the lack of respectful and fair treatment of Intern Architects and students. The areas for improvement discussed throughout the conversation were often exaggerated for these employees and the participants noted that the strategies and actions to support EDI identified throughout the discussion should apply to all employees and professionals in the industry, including students and Intern Architects.

4. Equity, Diversity & Inclusion Best Practices

The following recommendations and actions are based on the discussion generated from the roundtable of industry professionals as well as best practices identified by a third party consultant to support strengthening EDI in the workplace.

Area of Focus	Recommendation	Suggested Actions	Identified by	
			Roundtable	Best Practice
Attract Equity-Deserving Talent	1. Set the tone early that your organization is working to advance EDI	<ul style="list-style-type: none"> Include visible diversity in the promotion of your organization (e.g. feature diverse employee profiles on your website) 	✓	✓
		<ul style="list-style-type: none"> Encourage staff to share pronouns when communicating, especially with new or potential candidates 	✓	✓
		<ul style="list-style-type: none"> Clearly articulate organizational values centred on advancing EDI on websites 	✓	✓
		<ul style="list-style-type: none"> Use gender-inclusive language on job postings and communications 	✓	✓
		<ul style="list-style-type: none"> Communicate compensation information transparently (i.e. on job postings) 	✓	✓
		<ul style="list-style-type: none"> Include a statement on job postings that specifically invites people from equity-deserving groups to apply 	✓	✓
	2. De-bias hiring decisions to support fair and equitable outcomes	<ul style="list-style-type: none"> Use a hiring panel that includes diverse talent and perspectives 	✓	✓

Area of Focus	Recommendation	Suggested Actions	Identified by	
			Roundtable	Best Practice
		<ul style="list-style-type: none"> Ensure the hiring panel reads a Fairness Statement (or Anti-Discrimination Policy) prior to the interviewing of candidates that articulates a commitment to fair hiring decisions 		✓
		<ul style="list-style-type: none"> Use consistent interview questions and scoring grids for interviews 		✓
	3. Remove barriers for equity-deserving talent	<ul style="list-style-type: none"> Utilize job boards designed to specifically target equity-deserving talent 	✓	✓
		<ul style="list-style-type: none"> Assess candidates on skills, competence, and qualifications. Where qualifications are not yet in place, explore ways to support the candidate in achieving them. 	✓	✓
		<ul style="list-style-type: none"> Ask candidates ways that they can be supported in their full and inclusive participation throughout the job application and interview process (e.g. invite people with disabilities to request accommodations) 	✓	✓
	4. Create an inclusive working environment that considers the needs of individuals across different identity groups	<ul style="list-style-type: none"> Do more than the minimum requirements set out by <i>Employment Standards Acts</i> (ESAs) (e.g. establish a 37.5-hour work week) 	✓	✓
Retain Equity-Deserving Talent		<ul style="list-style-type: none"> Create inclusive workspaces that are accessible for all (e.g. ramps to enter buildings, closed captioning for virtual meetings, etc.) 	✓	✓

Area of Focus	Recommendation	Suggested Actions	Identified by	
			Roundtable	Best Practice
		<ul style="list-style-type: none"> • Improve workplace flexibility options that support accommodation needs (e.g. work from home options, flexible hours, etc.) 	✓	✓
		<ul style="list-style-type: none"> • Use equal job titles to the extent possible (e.g. using the term 'Project Leader') 	✓	✓
	5. Provide ongoing development opportunities for equity-deserving talent to grow	<ul style="list-style-type: none"> • Establish mentorship programs within a firm 	✓	✓
		<ul style="list-style-type: none"> • Establish sponsorship programs within a firm 	✓	✓
		<ul style="list-style-type: none"> • Provide annual continuing education funds 	✓	✓
		<ul style="list-style-type: none"> • Enable junior staff to lead small projects 	✓	
	6. Establish transparent and open communication across all levels of the organization	<ul style="list-style-type: none"> • Include diverse perspectives in decision-making 	✓	✓
		<ul style="list-style-type: none"> • Provide safe avenues for staff to raise concerns 	✓	✓
		<ul style="list-style-type: none"> • Provide transparent pay scales 	✓	✓
		<ul style="list-style-type: none"> • Conduct confidential surveys to assess perceptions of inclusivity and equity in the organization 		✓

Area of Focus	Recommendation	Suggested Actions	Identified by	
			Roundtable	Best Practice
Promoting Equity-Deserving Talent	7. Establish clear and consistent performance assessments	<ul style="list-style-type: none"> Implement fair performance assessment tools 	✓	✓
Diverse Composition of Your Organization	8. Capture diverse representation of your workforce and identify potential gaps	<ul style="list-style-type: none"> Conduct self-identification initiatives to better understand how diverse and equitable your workforce is 	✓	✓
		<ul style="list-style-type: none"> Compare diverse representation to industry and geographic benchmarks to identify strengths and areas for improvement 		✓
EDI Knowledge and Skills	9. Grow and advance diversity, inclusion and equity knowledge and skills within your own practices	<ul style="list-style-type: none"> Participate in EDI learning opportunities (e.g. OAA's Continuing Education Webinar training courses such as Unconscious Bias Training, etc.) 	✓	✓
		<ul style="list-style-type: none"> Celebrate diversity within your organization through social events (e.g. International potlucks) 	✓	✓
		<ul style="list-style-type: none"> Ensure EDI training is provided to all staff; including training Respectful Workplace behaviour, AODA, and the Human Rights Code 	✓	✓

Area of Focus	Recommendation	Suggested Actions	Identified by	
			Roundtable	Best Practice
Pay Equity	10. Create safe opportunities for employees to raise potential concerns with compensation	<ul style="list-style-type: none"> Implement pulse surveys (short, frequent anonymous surveys) inviting staff to weigh in on their compensation 	✓	✓
		<ul style="list-style-type: none"> Create open channels of communication to raise concerns and support discussions relating to pay equity concerns 	✓	✓
	11. Implement mechanisms to identify compensation inequities	<ul style="list-style-type: none"> Establish transparent pay scales based on, skill, effort, and responsibilities, etc. 	✓	✓
		<ul style="list-style-type: none"> Conduct pay equity audits, not only focused on women, but also on other equity-deserving groups, to identify potential gaps and discrepancies 	✓	✓
Supporting EDI Advancement in the Industry	12. Establish organizational values that center equity, diversity and inclusion	<ul style="list-style-type: none"> Create an EDI statement that demonstrates overarching commitment 	✓	✓
		<ul style="list-style-type: none"> Develop specific goals for organizations that ensure they are reflective of the local population 	✓	✓
		<ul style="list-style-type: none"> Establish EDI as a leadership priority, not an HR issue (e.g. ensure leaders understand the economic benefits of growing diversity, including increased productivity, improved stakeholder relations, ability to get federal government contracts, minimize legal costs from complaints (e.g. legal costs such as human rights/ discrimination claims). 	✓	✓

Area of Focus	Recommendation	Suggested Actions	Identified by	
			Roundtable	Best Practice
	13. Advocate for equitable procurement processes and procedures	<ul style="list-style-type: none"> Advocate for transparent cost structures that require equitable pay (i.e. not relying on unpaid/underpaid interns) 	✓	✓
	14. Advocate for the respectful and fair treatment of interns	<ul style="list-style-type: none"> Ensure fair compensation and working conditions for Intern Architects within your organization 	✓	✓

5. Glossary

- **Diversity** refers to WHO we are. It includes the mix of our identities, experiences, and perspectives, including, but not limited to age, creed, ancestry, colour, race, citizenship, ethnic origin, place of origin, disability, family status, marital status, gender identity, gender expression, receipt of public assistance, record of offences, gender, and sexual orientation.

Equity is about HOW we operate and the outcomes people experience. It includes ensuring fairness, transparency, and consistency in everything we do, including our policies, processes, and practices.

Inclusion relates to WHAT people experience. It is a state in which all employees can be their authentic selves at work, feel that they belong and as though their differences are valued.

***Equity-deserving groups** are communities that face significant collective challenges in participating in society. This marginalization could be created by attitudinal, historic, social and environmental barriers based on age, creed, ancestry, colour, race, citizenship, ethnic origin, place of origin, disability, family status, marital status, gender identity, gender expression, receipt of public assistance, record of offences, gender, and sexual orientation, etc.

* As defined from previous [EDI Summary Report](#)

6. Resources on Compensation

Hays Recruitment Agency provides free salary survey information and compensation trends for the architecture profession and other related office roles. Hays will provide this upon request from Alice Dibley who can be reached at alice.dibley@hays.com

[The OAA have job posting boards for architecture firms with salary information.](#)

[The RAIC sells a book "A Guide to Determining Appropriate Fees for the Services of an Architect"](#)

[If you are a member of Society for Design Administration, you may be able to request](#) some information.

This document is a resources tool based on participant feedback from the industry and the recommendations of a third party. It does not constitute legal advice or an interpretation of the law.

FOR COUNCIL MEETING

January 18, 2024

(open)

ITEM: 6.1

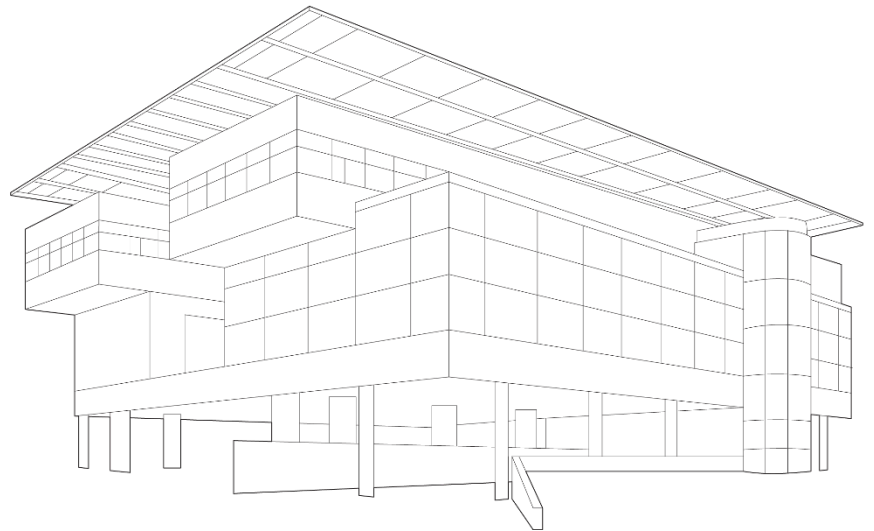
President's Log

Date	Event/Meeting	Location	Attendees	Time
December 4	Governance Committee	Virtual meeting	w/committee members	3 - 4:00 p.m.
December 5	New Councillor Orientation	Virtual meeting	w/K.Doyle,T.Carfa, new Councillors	10:00 a.m.-12 noon
December 5	Governance Policy Matters	Virtual meeting	w/K.Armbrust, legal counsel	1-4:00 p.m.
December 6	Governance Policy Matters	Virtual meeting	w/K.Armbrust, legal counsel	7-7:30 a.m.
December 6	Laurentian University workshop -greetings	Windsor	w/Laurentian staff & students	8:15-10:00 a.m.
December 11	Meetingi w/D.Seguin re. Bill 157	Virtual meeting	w/D.Seguin, K.Doyle	10-10:30 a.m.
December 11	Governance Policy Matters	Virtual meeting	w/K.Armbrust, legal counsel	3:30-4:30 p.m.
December 13	Governance Policy Matters	Virtual meeting	w/K.Armbrust, legal counsel	2-3:00 p.m.
December 14	Governance Policy Matters	Virtual meeting	w/K.Armbrust, legal counsel	11:00 a.m. - 12 noon
December 18	Governance Policy Matters	Virtual meeting	w/K.Armbrust, legal counsel	8:30-9:30 a.m.
December 20	Governance Policy Matters	Virtual meeting	w/K.Armbrust, legal counsel	1-1:30 p.m.
December 22	Governance Policy Matters	Virtual meeting	w/K.Armbrust, legal counsel	12-12:30 p.m.
January 3	Governance Policy Matters	Virtual meeting	w/K.Armbrust, legal counsel	8-8:45 a.m.
January 3	Executive Committee	Virtual meeting	w/Executive Committee	11:00 a.m. - 12 noon
January 3	Governance Policy Matters	Virtual meeting	w/K.Armbrust, legal counsel	3:30-4:30 p.m.
January 4	Governance Committee	Virtual meeting	w/Committee members	10:00 a.m.-12 noon
January 5	President/Executive Director Meeting	Virtual meeting	w/K.Doyle	8-9:00 a.m.
January 12	President/Executive Director Meeting	Virtual meeting	w/K.Doyle	8-9:00 a.m.
January 13	Tribute to George Baird	Toronto	w/attendees and UofT Faculty	2:30-4:00 p.m.
January 17	Pre-Council Dinner	Toronto	w/Council	7-9:30 p.m.
January 18	Council Meeting	Toronto	w/Council, staff	9:30 a.m. - 2:30 p.m.

Executive Director Report to Council

FOR COUNCIL MEETING
January 18, 2024
(open)
ITEM: 6.2

January 9, 2024



PRESENTED BY

Kristi Doyle
Executive Director



Ontario Association
of Architects

The Executive Director's Report to Council provides an overview of key **operational matters and milestones as well as updates on progress towards achievement of the OAA's 5-year Strategic Plan**. Specifically this report focusses on items not covered elsewhere in the meeting agenda. Items within this report have been organized and linked in relation to the overarching lenses and strategic priorities of the 5-year plan through the use of the below noted symbols.



climate action, and



equity, diversity, and inclusion.



regulatory leadership,



governance and operations,



member competency, and



public education.

OAA Strategic Plan

A Strategic Plan is often referred to as a Roadmap, which helps an organization get to where it wants to go.

The OAA will be meeting on January 18 -19, 2024 for its annual planning session. The session will focus on a review of the 2023 accomplishments towards achievement of the strategic goals and objectives of the OAA's 5-Year Strategic Plan. The meeting will also include a review of priorities in relation to the Plan as well as establish an understanding what is underway, on the books or planned for 2024.

Since its adoption in mid-2022, the OAA's 5-year Strategic Plan has proven to be an important tool in supporting and furthering the mandate of the OAA. Implementation of the Plan has been pivotal in focusing the work of the Council, the Staff and Committees. OAA Council has made a clear and firm commitment to the Plan, which will continue to be critical for ongoing alignment of our activities and successful achievement of the Plan's goals and objectives.

The success of the Plan also relies on an evergreen approach, which includes review of progress and re-affirmation of the Plan on a regular basis. Council will be undertaking this process on January 18-19 as well.

The OAA has also been focused on the implementation of good governance best practices and Council will be involved in a training session on the morning of January 19 re. *Good Governance for Non-for-Profits Boards and Regulators*.



Work on the OAA's Annual Report for 2023 is currently underway and I invite everyone to review the Report once available to learn in detail about the accomplishments in 2023.

Once again, I congratulate the Council, Staff and Volunteer Team for their efforts in 2023 towards the achievement of the OAA 5-Year Strategic Plan.

Operational Review

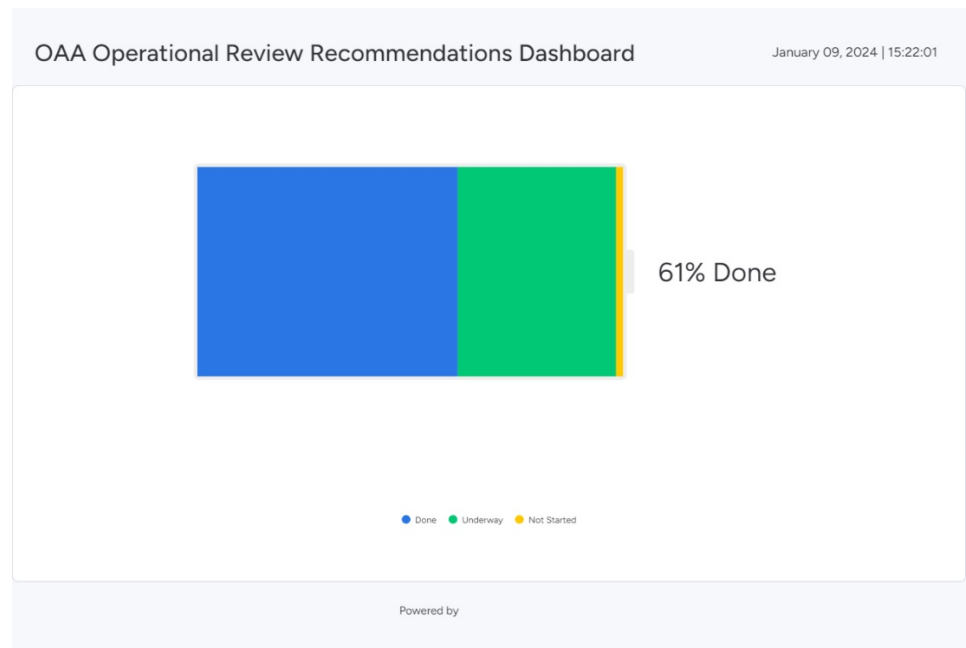
Implementation of the recommendations resulting from the OAA's Operational Review is one of the main focuses of the **Governance & Operations** pillar of the OAA's Strategic Plan.

A segment of the agenda for the annual Council planning session noted above will be devoted to a deeper dive into the status of the 39 recommendations that stemmed from the 2021 Operational Review. We are in 'year 3' of the 5-year implementation plan, and it is recognized that Council members have changed and may not be familiar with the original set of recommendations. Many of these recommendations however have been completed or addressed. As reported in November, the work has been steady and remains on track. Completion was noted at 56.1% at the December meeting.

Reporting on completion from here forward will likely be in smaller increments as recommendations underway are those that take large amounts of time to implement, or are part of a bigger bucket of recommendations such as Information Technology. The IT bucket is the major focus for 2024. For greater specificity and clarity, the key overarching recommendation related to IT yet to be completed (although is underway) is articulated as follows:

- *Develop & Implement a Plan to fulfil the OAA's Technology & Data Management needs*

As a quick visual, the percentage of completion as at January 9, 2024 is now 61%.



Administration + Operations



Much time has been spent in the month of December and into January working directly with the Governance Committee on the format and agenda for the Council's annual planning session on January 18/19. The session has been coupled with the January Council meeting in an effort to create efficiencies and best use of resources. The approach will be evaluated for future years.



The new Councillor orientation was held on December 5 and was attended by new Councillors as well as those returning for a second term. The session also included our newest LGIC appointee as well as two other LGIC appointees whose terms were renewed. The session was hosted by me, with support from OAA President Vilardi and OAA Executive Assistant, Tina Carfa.



The January Council planning session will include governance training as well as an update on EDI initiatives.



The OAA Demographic Survey was issued to the membership in early January and represents the third administration.



Monthly Team Lead meetings were held on December 11 and January 15. As reported at the December meeting, the management team has been focused on preparation of their semi annual reports to Council related to their service area. I invite Council to review those detailed reports which are contained in this same agenda package.



The Team Lead meetings also served as an opportunity for staff to prepare for their involvement in the Council planning session in January. Staff have also begun to draft Standing Committee work plans for 2024 in an effort to assist those Committees with the establishment of their plan during their first meeting of the year. Staff will also be conducting an orientation for new Committee members in January.



The OAA welcomes back staff member Melanie Walsh, Manager of Finance who has been on parental leave. The OAA's annual audit has begun and is under the direction of Melanie as well as Interim Manager, Finance, Nancy Muir. Nancy will be leaving us at the end of January and we thank her for her contribution to the OAA and for filling Melanie's period of leave.



In cooperation with legal counsel, OAA Executive Assistant Tina Carfa and I have been working on the development of a formal training manual for individuals who serve as the Complaints Review Councillor. The draft documents are currently being reviewed and should be ready for implementation in the next month or so.



Public Outreach + Education



The Registrar, Deputy Registrar and I presented virtually to the Chapter Chairs of the Ontario Building Officials Association on December 18. Our presentation and discussion was well received and covered the following topics: *Professional design requirements under the Architects Act; OAA Resources for building officials; Requirements for an Architect as it relates to site plan approval; as well as OAA's enforcement role and how we interact with building officials.*



A meeting of the Construction and Design Alliance Ontario (CDAO) Forum was held on December 13. The meeting included a semi annual presentation by representatives from Infrastructure Ontario (IO). As a member of the Board of Directors of CDAO, I also attended a meeting of the Board on December 4.



I attended a 'check-in' meeting with my counterpart at ARIDO, Sharon Portelli on December 11.



Pro-Demnity CEO and President, Bruce Palmer and I met on January 8 to discuss a number of items including: modular construction; Schedule G to the Condo Act; and IO's supplementary conditions to Document 600.



Following Council approval in December, work is underway for the OAA's Landscape Design Competition. OAA Manager Human Relations, Kathy Armbrust and I have been meeting with Architect Joe Lobko who has been engaged as Professional Advisor. The Building Committee will be holding a workshop with Lobko, and the Technical Advisory Team on January 16 to finalize the ambition for the project so that the competition brief and related materials can be prepared.

National Initiatives



The Exam Review and Modernization working group met on November 27 to review the Consultant report and recommendations re. the *Review & Modernization of the Examination for Architects in Canada (EXAC)*. A matrix of the recommendations has been created and prioritized. I am a member of that working group along with OAA staff member and National ExAC Co-Administrator Jon Clark. The group will be reporting to the Regulatory Organizations of Architecture in Canada (ROAC) in May.



I will be attending a meeting of the national Committee for the Examination for Architects in Canada (CExAC) on January 12 where they will discuss the Consultant Report noted above. In addition, the Committee will review a first draft of the ExAC budget, which is prepared by the OAA.



As a reminder, the OAA is responsible for oversight and administration of the ExAC finances on behalf of ROAC.



There will be a virtual check-in meeting of the ROAC Directors held on January 29. OAA President Vilardi will be attending. The intent of the



meeting is to provide an update to all directors on activities in between the semi-annual meetings of the Board.



The ROAC Administrators will be meeting on February 5 to review the second draft of the new ROAC Governance Manual. The intent is for the manual to be approved by the Board in May.

Relationship Building



As reported in December, Manager Practice Advisory Services, Mélisa Audet, and I have been working with legal counsel and Pro-Demnity as well as our colleagues at ARIDO and ACEC-Ontario to review Infrastructure Ontario's draft supplementary conditions (SCs) to the OAA's new Document 600-2021. Mélisa was instrumental in coordinating that review and providing input from our practice advisory team as well. Our collective feedback was submitted to IO in late November. A meeting of the stakeholders, including the new project management service providers for IO, to review the industry feedback is being arranged for late January. We are hopeful that we will be able to move the needle on some of the unreasonable language that continues to be included in the new supplementary conditions. The outcome of these discussions and the final SCs will be communicated to the membership shortly. As a reminder, the OAA will not endorse supplementary conditions that are written by client groups, but rather work to address inappropriate language followed up with communication to the membership.

Looking Ahead

The following is coming up:



The Pro-Demnity Annual Meeting of the Shareholder will be held on March 28, 2024.



The OAA's Annual General Meeting of Members will be held virtually on April 11, 2024.



The next meeting of Engineers, Architects, & Building Officials (EABO) will be held on January 29, 2024. Attending on behalf of the OAA is the President and Executive Director.



Office of the Registrar Statistical Report

FOR COUNCIL MEETING
January 18, 2024
(open)
ITEM: 6.3

2023 YEAR END REVIEW

PRESENTED BY

Christie Mills



Ontario Association
of Architects

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

- The Experience Requirements Committee (ERC);
- The Complaints Committee;
- The Discipline Committee;
- The Registration Committee; and
- Act Enforcement.

The report also provides statistical information regarding:

- OAA membership and OAA status composition;
- Licence applications;
- OAA Certificate of Practice composition;
- Certificate of Practice applications; and
- Growth statistics of the above.

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

Experience Requirements Committee (ERC)

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

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

There were four (4) ERC assessment interviews held in 2023; two related to exemption requests to Council and two for combined international and CERB experience. Work is planned with the committee in 2024 to create a back up set for second/follow-up interviews and overall resiliency. The ERC panel will also continue its work to identify any gaps in assessment questions to ensure alignment with latest version of the IAP and the ROACⁱ Canadian competency standards for

architects. The committee was also instrumental in helping to identify key competencies for practice in Ontario that will be reflected in the new Ontario Key Competency Self-Assessment for Intern Architects.

Complaints Committee

As the regulator of the practice of architecture in Ontario, the OAA handles complaints regarding the conduct or competency of a member or practice of the OAA. The [Architects Act, R.S.O. 1990, c. A.26](#) prescribes the complaints process to ensure the public interest in Ontario is served and protected. A complaint may be made if there is concern a member of the OAA (Architect, a holder of a Certificate of Practice, or holder of a Temporary Licence) has contravened the *Architects Act* or has engaged in professional misconduct as set out in the Regulations (R.R.O. 1990, Reg. 27, s. 42).

The Complaints Committee and its support staff have been successfully implementing the new policies and procedures over the course of 2023. The administration of matters is highly focused and efficient. The introduction of prosecutorial assessments has avoided unnecessary referrals to the Discipline Committee. The implementation of the iMIS case management system has allowed for more refined administration as well as better tracking and statistical metrics.

In early 2023 the unprecedented volume of ConEd non-compliance matters was a great challenge for OAA staff. In conjunction with Council, updated policies were implemented to align with right-touch regulation, human rights legislation and the adoption of an agile framework to streamline existing procedures. Through methodical and steadfast progress, staff was able to process all matters.

With the September 2023 Council approval of the modernized ConEd non-compliance procedures, OAA staff will be dedicated to its implementation and administration accordingly in 2024.

Below are the complaints committee statistics for this reporting period:

Total Inquiries ¹	52
Total Complaints	12
Held in abeyance	7
Preliminary Review Stage	1
Closed	
Not referred (dismissed)	9
Not referred (withdrawn)	1
Not referred (caution)	2
Referred to Discipline	7
Registrar's Investigations ²	6

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

² Not yet referred to complaints

Good Character Investigation	8
2021-2022 ConEd Non-Compliance Matters ³	
Referred to Discipline	5
Received Caution	148
Resolved	78

Discipline Committee

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

Allegations may arise through:

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

As of mid December, for 203 the Committee completed two hearings, one matter ongoing, has two hearings to be scheduled and has one ongoing appeal.

For 2024, the Office of the Registrar plans a full review of all Discipline Committee policies and procedures in accordance with the Regulatory Leadership goal pillar of the strategic plan.

Registration Committee

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

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

³ 2021-2022 ConEd non-compliance is in its final stages. There were initially 800+ members who were non-complaint for the cycle. Through the updated ConEd non-compliance policy, the OOTR addressed the majority of matters via the actions available via policy procedures.

The Registration Committee is experiencing a large influx of hearing requests. At the time of drafting this memo:

- thirty-seven (37) hearings have been requested; and
- one (1) hearing was completed October 6, 2023. The hearing was held for a former Licensed Technologist OAA. The Registration Committee determined that the requirements would not be exempted and thus directed the Registrar to refuse to issue a licence and certificate of practice.
- a hearing for four (4) applicants was completed November 27, 2023. The hearing was held for four former Licensed Technologists OAA. The Registration Committee has yet to make a determination.

The hearings may proceed as grouped proceedings if agreed upon by the Committee and applicants. There are OAA staff dedicated to administer these matters and OAA legal counsel is prepared as required. There will also be a dedicated staff Hearings Officer to coordinate and support the Registration Committee. The Committee's independent legal counsel (ILC) is actively working with the Committee.

Separately the Registrar is working with legal counsel to investigate the most appropriate procedures for individuals seeking exemptions from licensure requirements. Often these requests are processed as exemption requests to Council. However, it may be more appropriate to administer these requests via the Registration Committee as it may be the more procedurally fair method of administering such requests. A report to Council is planned for 2024.

Act Enforcement

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

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

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

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

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

- Send an inquiry letter advising of the concerns, and request specific corrective action. This is a common first step in the case of misrepresentations.

- Request the individual sign an undertaking and covenant agreement, which includes an acknowledgment of the breach of the *Architects Act* and agrees to compliance in the future.
- Pursue financial damages or injunctive relief through the courts.

Below are the act enforcement statistics for 2023 as of mid-December:

New matters received for reporting period	195
Active files/ Ongoing investigations	92
Resolved by Legal Counsel	0
Resolved by OOTR for reporting period	234
Unable to locate	0
No breach found	78
Injunctions	1

Staff responsible for Act Enforcement has been working to improve overall tracking and statistics; updating website information for greater transparency; developing clear protocols for addressing specific types of breaches as well as a defensible breach hierarchy in accordance with OAA legal risk exposure.

Internship in Architecture Program

In addition to the regular day to day administration of the program and associated statistics below, the OAA staff have been undertaking the following through 2023:

- Completion and implementation of the new online CERB within the IMIS platform. With this integration the OAA has eliminated reliance on a stand alone CERB data management system and centralized all into iMIS creating greater efficiencies and potential for better data management and metrics. Several new features have been incorporated to enhance user and staff experience:
 - Ability to upload student declaration form, employment confirmation form, mentor confirmation form via portal;
 - Supervising Architects and Mentors can view their respective Intern Architects/Student Associates (past and present) who they supervise/mentor;
 - Supervising Architects and Mentors can view the status (i.e. approved, rejected, submitted to OAA, returned for revision, etc.) of previous/current experience submissions;
 - Automated email notifications are sent to the Intern Architect/Student Associate regarding the change of status of the online submission (i.e. submitted to Supervising Architect to submitted to Mentor to submitted to OAA to approved);
 - Incorporated graphical display of occupancy type distribution, geographical distribution and project type distribution on user side;

- Incorporated a currency of experience calculation on user side;
- Inclusion of a lapsed date with online CERB profile;
- Staff side - incorporated an “add PAF” (periodic assessment form) feature wherein staff enters the CERB pdf information and merges the data in the graphical display of occupancy type, project type and geographical distribution pie chart within the online CERB;
- Staff side - ability to upload a CERB pdf and supporting documentation for review by the OAA Reviewer;
- Staff side - incorporated reports for statistical purposes;
- Staff side - ability to search submissions via status type (approved, rejected, submitted to OAA, submitted to mentor, etc.).
- Incorporated a dashboard in iMIS to track Intern Architect and Student Associate applications and payment;
- Within Intern Architect and Student Associate application interface incorporated the ability to upload CACB certification;
- Incorporated a new feature in iMIS to capture Intern Architects who have held Intern Architect status with the OAA for more than 5 years and apply the appropriate annual fee (applies to renewals and reapplications)
- Refresh the Student Associate/Intern Architect/IAP pages of the OAA website so that information is easier to find and navigate as per the recommendation of the Interns Committee in conjunction with the OOTR and Communications department;
- The online Mentor Directory was developed and launched within the OAA’s website (early 2023) in collaboration with the Interns Committee, the Communications department and OOTR. The Mentor Directory allows individuals to search for a compatible Mentor using information related to a Mentor’s practice, experience, and background;
- OOTR staff participated in OAA presentations to the Toronto Society of Architects and JVS Canada;
- In collaboration with the Communications department and OOTR created a new graphic diagrams to display the licensure process in Ontario;
- Assisted the Registrar with development of the Ontario competency self-assessment, requisite updates to Appendix B and implementation plans;
- Made connections and built new relationships with government funded entities such as Build ON and Newcomer Centre of Peel:
 - Build ON is a pre-arrival service funded by Immigration, Refugees and Citizenship Canada. They provide specialized information and orientation about the Skilled Trades, Engineering and Construction sectors to new immigrants approved to immigrate to Ontario, Canada and show an interest in working in Ontario’s Skilled Trades, Engineering and Construction sectors;
 - Newcomer Centre of Peel (NCP) is a multi-service agency that assists the entire newcomer family in achieving settlement. With experience and expertise in English language training; employment, business start-up and comprehensive settlement services including programs for

women, youth and seniors; NCP works with funding from Immigration Refugees and Citizenship Canada (IRCC).

- Review between 90 to 140 online CERBs and between 10 to 20 pdf CERBs each month. The months of May, June, July, January February and March are the busiest. Annually approximately 1400 experience submissions are reviewed and processed.

OAA Technology Program (paused)

The following is an account of the 2023 activities related to the OAA Technology Program (OTP).

On February 13, 2023, the OAA paused accepting any new applications for the Program. A Regulatory Notice was sent out to Intern Technologists and Student Technologists on May 17th regarding the Court Order. The administration of the program was paused until the Act and Regulation permit the limited licence class to be issued. The OAA voided the status of individuals enrolled in the program: 172 Intern Technologists and 13 Student Technologists.

In the interim staff focused on the organization and reconciliation of all inherited OAAAS files and program information. This required extensive work based on the condition of content received such as:

- File clean up: OTP member files – organized both the physical folders as well as digital folders for every individual turned over by OAAAS. Thorough clean up includes:
 - Scanning of member files;
 - Creation of subfolders for each individual to show the standing of every requirement;
 - Review of previously approved ERBs to validate computations and tie them to the correct summary of hours per submission;
 - All relevant information for each intern was entered into the individual's iMIS account.
- Provided clarity and direction to Intern Technologists and Student Technologists who had been waiting for answers from OAAAS to specific concerns and addressed issues of missing hours. This helped build a stronger intern-Association relationship as they gain confidence in the new system in place;
- Reached out to individuals with unclear or incomplete information on file;
- Personal phone conversations explaining how the new ERB review process will work. This included a thorough review of each submission, going through project details and correct allocation of hours based on description of activities; suggesting reallocation of hours to other categories when necessary. Intern Technologists had been used to a more lenient review process with previous administration where no description of activities was required as long as submission was signed by the supervising professional – this would not be acceptable to the OAA as there would be no way to align the logged hours with the experience requirements of the program;



- Maintenance of the OAATechProg email inbox – responding to program and court application related messages.

Other administrative efforts included:

- Work with Visual Antidote in developing an online application system for OTP as the existing system was still through email submission. This project has been completed and is ready to go live when the program resumes;
- While working on the online application system, the updated pdf version of the form was used to align with the OAA's document standards;
- Worked collaboratively with OAA Communications to update OTP (Student Technologist and Intern Technologist) pages of the OAA website, providing more information on the program and giving interns a quick access to relevant forms and resources; inclusive of updated forms and information resources;
- The Experience Record Book forms have been updated. The new version offers more room for information needed for the review process, including an additional page where interns can elaborate on activities involved in each project;
- A Guide to the OAA Technology Program was created and has been added to the OAA website's useful links;
- Worked with Visual Antidote in developing an online Experience Record Book portal. This includes identification of needed features to assist the review process and ease of use for Interns Technologists and Student Technologists, and testing at every stage of development. This was put on pause as a result of the court order issued last May, completion to be scheduled.

Licensure & Practices

The Act restricts the practice of architecture to licensed members of the OAA providing professional services through a Certificate of Practice issued by the OAA.

Architects are highly trained professionals who have been licensed by the OAA. As members of the OAA, they are bound by the [Architects Act](#) and OAA Bylaws, and are expected to comply with the OAA's Code of Ethics. Once licensed, all architects must maintain their membership in good standing inclusive of the OAA mandatory Continuing Education (ConEd) Program and, for practices, mandatory professional liability insurance.

The OAA confirms the competence of its members through a rigorous process:

- meeting the education requirement;
- completing professional internship;
- passing extensive examinations;
- completing the OAA Admission Course; and
- being a person of [good character](#)

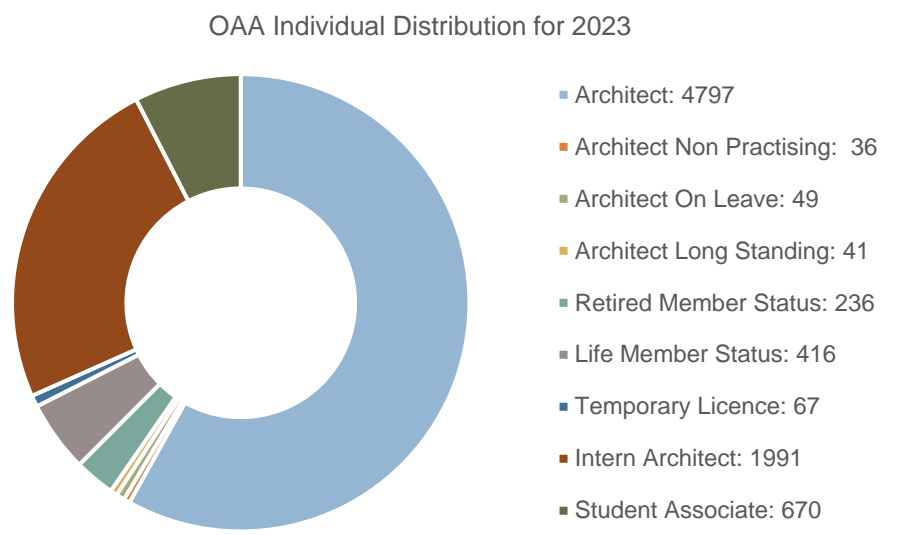
Over the course of 2023 the Office of the Registrar processed the following:

- licence applications received were 270;
- licences issue were 261 new and 9 reapplications or reinstatements;
- certificate of practice applications received were 158;
- certificate of practices issued were 124 new or changes in particulars, 14 reapplications/reinstatements/other office and then 16 temporary licence/limited certificate of practice;
- 78 licence surrenders;
- 93 letters of good standing;
- 177 confirmation letters;
- 185 OAA seals were issued;
- 22 Notice of Default with Intention to Cancel notices for non-payment/non-renewal with ProDemnity.

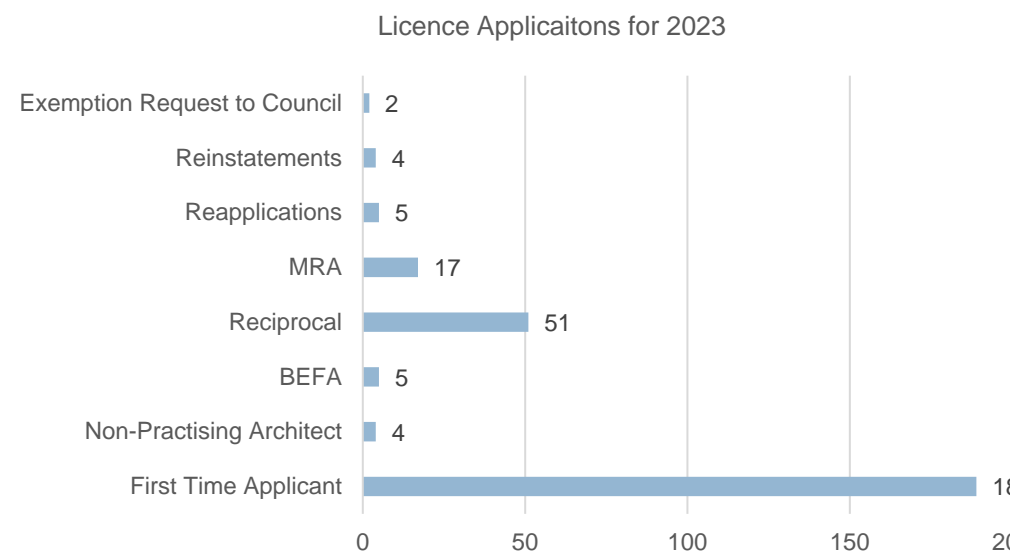
Statistics

Below are the OAA community statistics as of mid December for 2023 indicating current records as well as changes for the period.

OAA Members and Status Holders



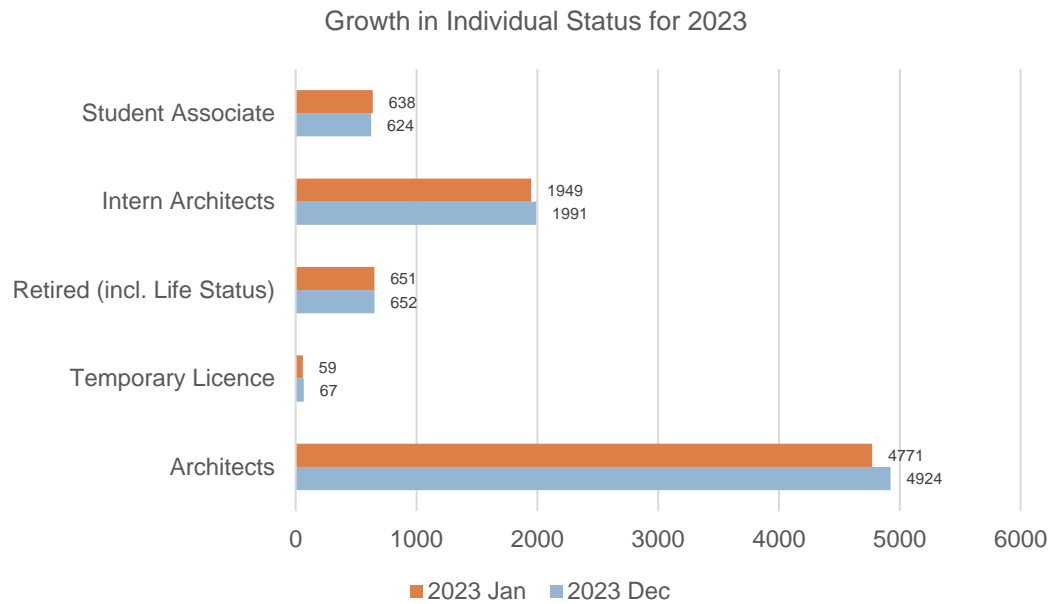
Licence Applications



- Total licence applications received for period were 309;
- Total licence applications approved for period were 275; and

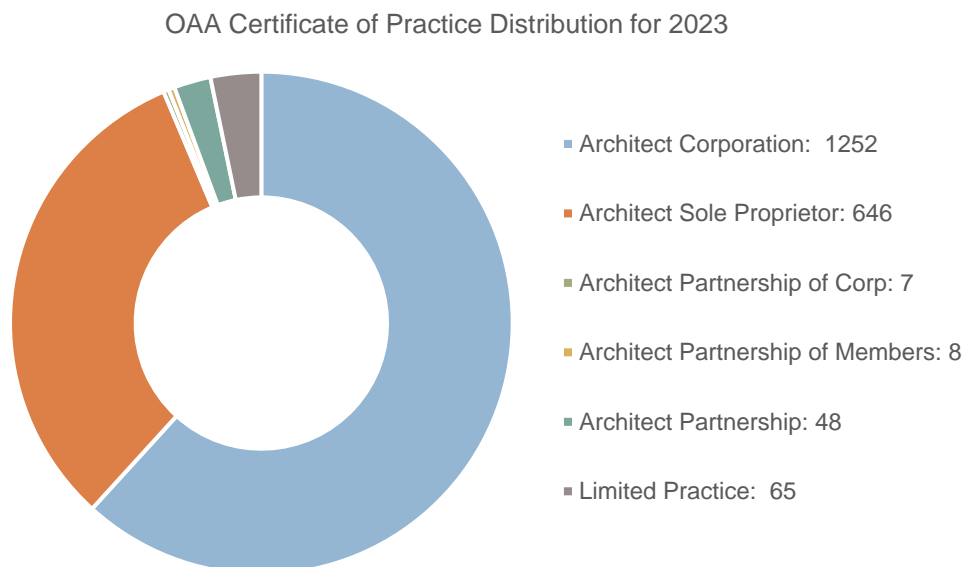
- Of the 189 First Time Applicants 80 were internationally educated applicants.

Growth in Individual Status

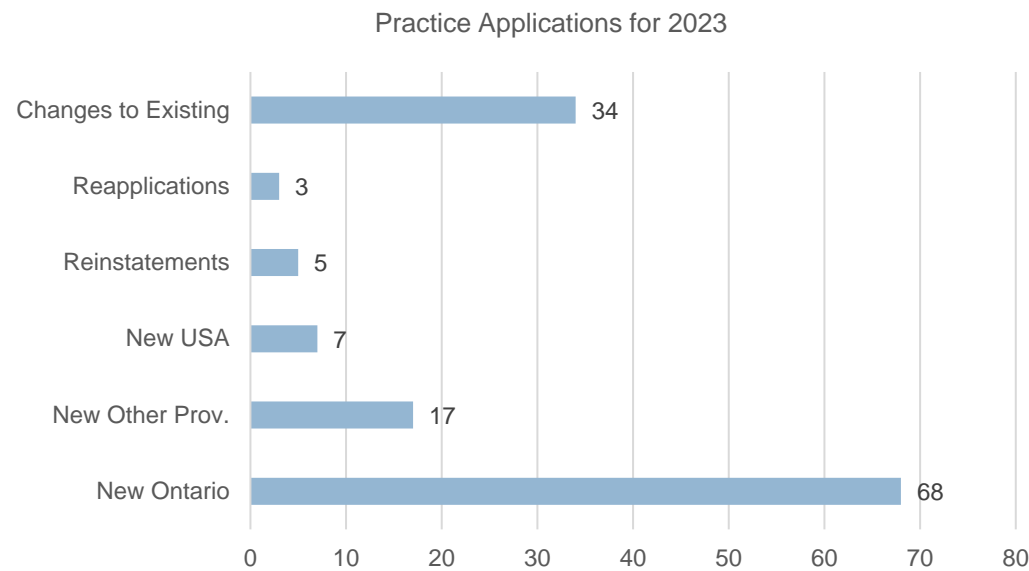


- Total Intern Architect applications received for period was 516;
- Total Student Associate applications received for period was 281;

Certificate of Practice

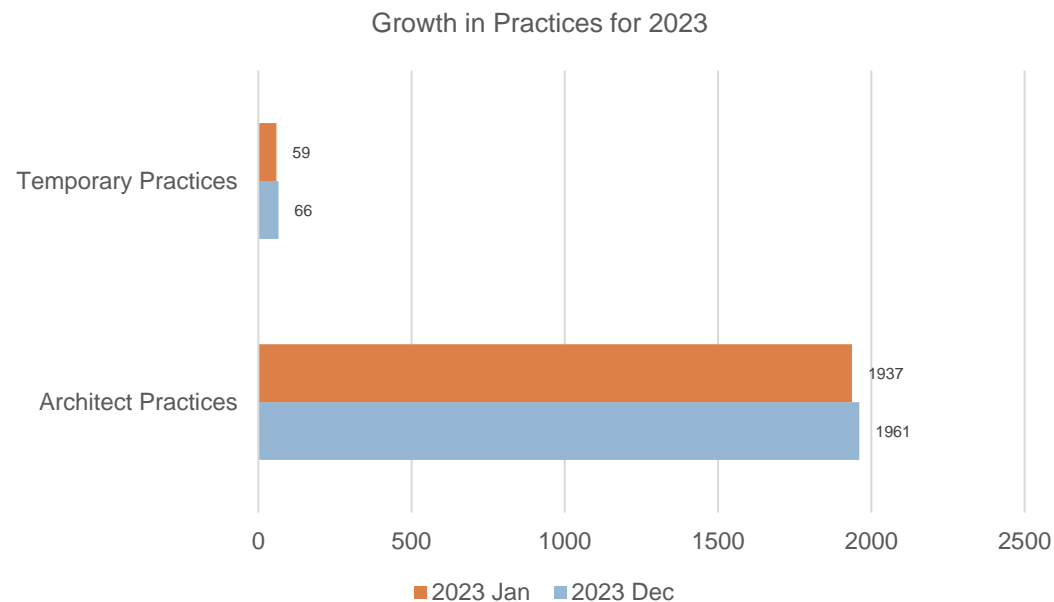


Certificate of Practice Applications



- Total certificate of practice applications received for period were 167
- Total certificate of practice applications approved for period were 134

Growth in Practices



ⁱ ROAC is the Regulatory Organizations for Architecture in Canada; formally CALA.

Memorandum

FOR COUNCIL MEETING

January 18, 2024

(open)

ITEM: 6.4.a

To: Council

Settimo Vilardi	Loloa Alkasawat
J. William Birdsell	Jim Butticci
Kimberly Fawcett-Smith	Christina Karney
Natasha Krickhan	Michelle Longlade
Lara McKendrick	Elaine Mintz
Greg Redden	Anna Richter
Kristiana Schuhmann	Susan Spiegel
Edward (Ted) Watson	William (Ted) Wilson
Thomas Yeung	Marek Zawadzki

From: Ted Wilson, Senior Vice President and Treasurer
Interlocking Director, Pro-Demnity Insurance Company

Date: January 9, 2024

Subject: **Pro-Demnity Insurance Company – 2024 Budget and Business Plan**

Objective: For Council to receive the 2024 Pro-Demnity Insurance Company Annual Budget and Business Plan.

The Annual Meeting of the Shareholder of Pro-Demnity Insurance Company has been scheduled for March 28, 2024 and will involve various presentations by the Board of Directors to Council, the necessary business motions, as well as a period for questions from the floor.

One of the responsibilities of the Board of Directors of Pro-Demnity is to present to the Shareholder i.e. OAA Council, a copy of the Company's Business Plan at the Annual Meeting of the Shareholder.

Combined within the Business Plan for the first time is Pro-Demnity's 2024 Budget to serve as additional information.

The **2024 Business Plan** will be formally presented to the Shareholder on March 28, however is being shared in advance for review. If there are any questions, Council may wish to raise them now so that they may be passed along to Pro-Demnity in preparation for response at the AGM.

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Action: For information. No action required.

Attachments: Pro-Demnity Insurance Company – 2024 Budget and Business Plan



PRO-DEMUNITY 2024 BUDGET

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1. Executive Summary

Our 2024 Business Plan and Budget has been created based upon a number of economic and business assumptions. Overall, our Business Plan lays out a financial scenario of success for the company in 2024 and beyond.

Item	2024 Plan	2025 Plan	2026 Plan
INCOME STATEMENT ITEMS (in '000s)		See 5.3 for details	
Insurance Revenue	\$53,503	\$58,510	\$62,292
Insurance Service Result	\$6,181	\$7,153	\$8,410
Net Investment Result	\$101	\$441	\$308
Net Income After Tax	\$4,235	\$5,169	\$5,972
Combined Ratio	97.2%	95.8%	94.9%
BALANCE SHEET ITEMS (in'000s)		See 5.4 for details	
Total Assets	\$175,928	\$194,426	\$215,460
Total Liabilities	\$125,127	\$138,456	\$153,518
Total Equity	\$50,801	\$55,970	\$61,941
MCT Ratio	257%	252%	253%

The key assumptions underlying our Business Plan are laid out throughout this document, and the main assumptions are summarized below and in the table on the following page. Truthfully, the total number of assumptions in creating a Business Plan is virtually infinite: everything about the future is unknown, and everything has an interaction with everything else. Nevertheless, the reality of managing a business is to assume that certain things are stable and known and to attempt to limit our variables and assumptions to a reasonable number. To the best of our ability, we have done so in this plan.

The starting point for the Business Plan was in identifying the key work we believe is needed to move the Company forward in pursuit of its Cause. This means we have built in resources – time, management attention, money, and technology – to move forward on implementing our underwriting projects (product, pricing, process) and expanding our client experience efforts. Although some of this work has been on our “to-do” list for several years, it has required us to have sound finance, claims, and legal systems and processes in place before tackling these initiatives. This work will extend into 2025 and beyond.

Assumptions

We are projecting our Insurance Revenue to continue growing, a combination of architectural fee increases and rate increases.

- Based upon the data we have, we expect the overall **growth in architectural fees** to be slow over the coming years, growing slightly in 2023 (reported to us in 2024) and then levelling off for a few years (0% growth). We believe this is a conservative number and hope the profession has better years than our plan suggests, however, it is in line with the general economic outlook for the years immediately ahead of us and the data we have been able to collect both from our larger clients and from external research sources.
- For **rates**, we believe rate increases are required as long as claims costs continue to increase. We see no end to the social and economic inflationary impacts on the legal and construction sectors, the sectors that most affect our claims costs. Although we continue to grow our internal legal capacity and the assignment of new claims to internal resources where appropriate, the vast majority of our

current inventory of claims still remains with external counsel, primarily older and more complex claims. We have projected a return to historical loss ratio levels: as the economy remains stagnant, the attractiveness of litigation to recover money will increase.

For non-claim expenses, we have included costs to continue updating of our underwriting process¹ and expansion of our efforts on client experience. We have continued to see cost increases well above the Consumer Price Index (CPI) or many of our larger costs: salary, audit, actuary, technology (software and support), etc.

From a balance sheet perspective, we project annual increases of 8-9% in Asset growth, while maintaining our overall Balance sheet strength.

From a Capital Strength perspective, we continue to maintain our capital situation conservatively stable, with our MCT consistently above our internal target², approaching the midpoint of the desired Operating MCT Ratio range

Area	Assumption	Impact
AFFECTING PREMIUM AND REVENUE		
Architect Fees for 2023 (reported in 2024)	+2%	Used to calculate three-year average fees (we already know the first two years) which is the basis for calculating our premium and assessing risk.
Pro-Demnity's rate increase	+3.0%	We have used 3% as our base scenario increase for 2024, increasing over time to 5% by 2026.
Reinsurance rate increase	+3.0%	We have assumed the same increase for Excess of Loss as for the primary coverage in our base scenario.
Investment Returns	+3% bond yield, moving to 3.55%. +5.0% overnight /short-term GIC, reducing to 4.0%.	No realized or unrealized gains or losses are included in the plan. The plan calls for an increase in investment yields to 3.55% by the end of the planning period and a decrease to 4.0% for overnight investments and short-term GICs.
AFFECTING EXPENSES		
Claims & Loss ratio	65.3% Loss Ratio	We have budgeted a return to our historical loss ratio.
Compensation	+3.3% CPI, Competitive marketplace.	Salary ranges increase +3.3% as per policy. The compensation budget increased +5% to account for rising costs of benefits (CPP, EI, life & health insurance) and to attract and retain employees.
Inflation	Range between +5% to +7%	Most of our expenses, largely from outside vendors, continue to grow faster than CPI.

¹ Much of this is capitalized and, therefore, not an expense in 2024. Instead, they will be recognized as depreciation expenses once the capitalized assets are put into use in the business.

² Assumed to remain at 215 throughout the planning period. See section 5.5.

Area	Assumption	Impact
Projects & Initiatives	<p>\$430,000 capital expenditures (\$250,000 -U/W project and \$180,000 – Other)..</p> <p>Expenses include \$120,000 in project costs and \$100,000 allocated for initiatives.</p>	<p>Our Underwriting projects are largest single activity for 2024. Wording & Pricing combined will account for \$120,000 in expenses for 2024, while the process improvement and technology, including the integration of the pricing model into the system, will cost \$250,000 as a capital expenditure.</p> <p>Other projects include ongoing upgrades of existing systems (Business Central, new Claims, and Internal Legal systems), a website upgrade, and technology replacement and additions.</p> <p>Our initiatives include strengthening the employee value proposition, improving customer experience, digitization, data utilization, internal audit, and the improvement of the employee policy suite.</p> <p><i>(See section 5.2)</i></p>
OTHER KEY ASSUMPTIONS		
ARIDO	No action within 12 months.	The timing of any action on ARIDO by the OAA remains unknown. We have assumed that we will have more than 12 months notice before having to undertake this project. If the notice period is shorter, we will have to modify our plans, potentially delaying some projects and initiatives.
Climate Change	OSFI Guidelines will not be implemented by FSRA within planning period.	If FSRA were to introduce a significant new reporting guideline within a short notice period, we may need to adjust our plans, potentially delaying certain projects and initiatives.
Retention & Recruitment	We remain an attractive employer.	If we have difficulty attracting or retaining skilled employees, our ability to implement plans will be negatively impacted.

2. Economic Overview

2.1. Q2 2023 Economic Update

Global Economic Trends

A new era of higher interest rates is emerging due to the economic stresses caused by the inflation shock and the war in Ukraine and Israel. In advanced markets, real GDP is forecasted to grow by just 0.4% in 2023, marking the lowest growth rate since the 1980s, excluding the periods of the global financial and COVID-19 crises. In emerging markets, GDP is anticipated to experience substantially lower growth rates than before the pandemic, which may feel similar to a recession.³

Gross Domestic Product

Real GDP in Canada in the second quarter of 2023 was flat after seven quarters of growth as growth in services-producing industries (+0.2%) was largely offset by a contraction in goods-producing industries (-0.3%).

The “Real estate and rental and leasing” sector (+1.1%) was the largest contributor to growth in the second quarter, rising for the third consecutive quarter and at an accelerating pace for the last two quarters. Activity at the offices of real estate agents and brokers and activities related to real estate (+17.7%) was up for the first time in six quarters and drove the increase in the sector. Home resale activity increased in the majority of Canadian markets in all three months of the second quarter. Meanwhile, the “construction” sector contracted 1.0% in the second quarter, mainly due to a continued contraction in the residential building construction subsector. This subsector (-6.2%) was down for a fifth consecutive quarter, reflecting declines in home alterations and improvement, and in construction of new single-detached homes. Only “engineering and other construction activities” (+3.2%) rose, up for an 111th consecutive quarter.

The “agriculture, forestry, fishing and hunting” sector fell 3.5% in the second quarter. This was the sector's second consecutive quarterly decline. Growing drought and wildfires in many regions of the country contributed to lower crop (except cannabis) production in the quarter (-4.2%). Forestry and logging (-4.5%) and fishing, hunting and trapping (-9.8%) were also down in the quarter, while support activities for agriculture and forestry, which include forest firefighting activities, was up 1.8%.⁴

Interest rates

The Bank of Canada carries out monetary policy by influencing short-term interest rates. It does this by adjusting the target for the overnight rate on eight fixed dates each year.

In the past year, inflation reached levels not seen in the past 40 years which urged central banks to tighten financial conditions by hiking their policy interest rates.

The Bank of Canada adopted a restrictive monetary policy to gradually bring down inflation to its 2% target. Therefore, it increased its overnight rate by 4.50% from the first quarter of 2022 to the second quarter of 2023.

The Bank of Canada held the target for its overnight rate unchanged at 5% in its September 2023 meeting, as largely expected by financial markets to mark another pause in its tightening cycle and

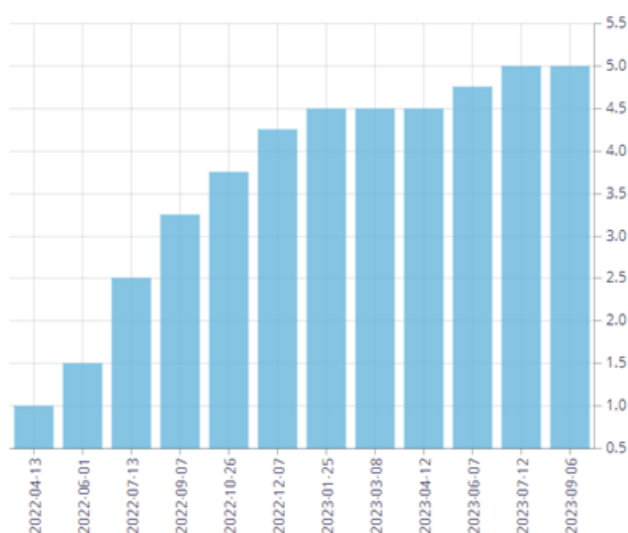
³ [Global Economic and Insurance Market Outlook 2023-2024 \(beinsure.com\)](https://www.beinsure.com/global-economic-and-insurance-market-outlook-2023-2024)

⁴ Statistics Canada

signalled that future rate decisions will be based on the latest economic signals. The central bank based the decision on evidence of a marked slowdown in the Canadian economy, with output unexpectedly contracting by an annualized 0.2% in the second quarter as household credit growth slowed and impacted aggregate demand. Consequently, the possibility of a longer period of transmission of tighter monetary policy drove the Governing Council to further evaluate the impact that current borrowing costs have on inflation and aggregate demand, warranting the refrain from further hikes. Still, the Bank noted that more rate hikes could still be done should inflationary trends remain above the 2% target.⁵

Recent data on the Bank of Canada rate is shown below⁶

Bank of Canada rate, 2022-2023



Date*	Target (%)	Change (%)
September 6, 2023	5.00	---
July 12, 2023	5.00	+0.25
June 7, 2023	4.75	+0.25
April 12, 2023	4.50	---
March 8, 2023	4.50	---
January 25, 2023	4.50	+0.25
December 7, 2022	4.25	+0.50
October 26, 2022	3.75	+0.50
September 7, 2022	3.25	+0.75
July 13, 2022	2.50	+1.00
June 1, 2022	1.50	+0.50
April 13, 2022	1.00	+0.50

*As of 2021, a change takes effect the day after its announcement.

Inflation Rate and CPI

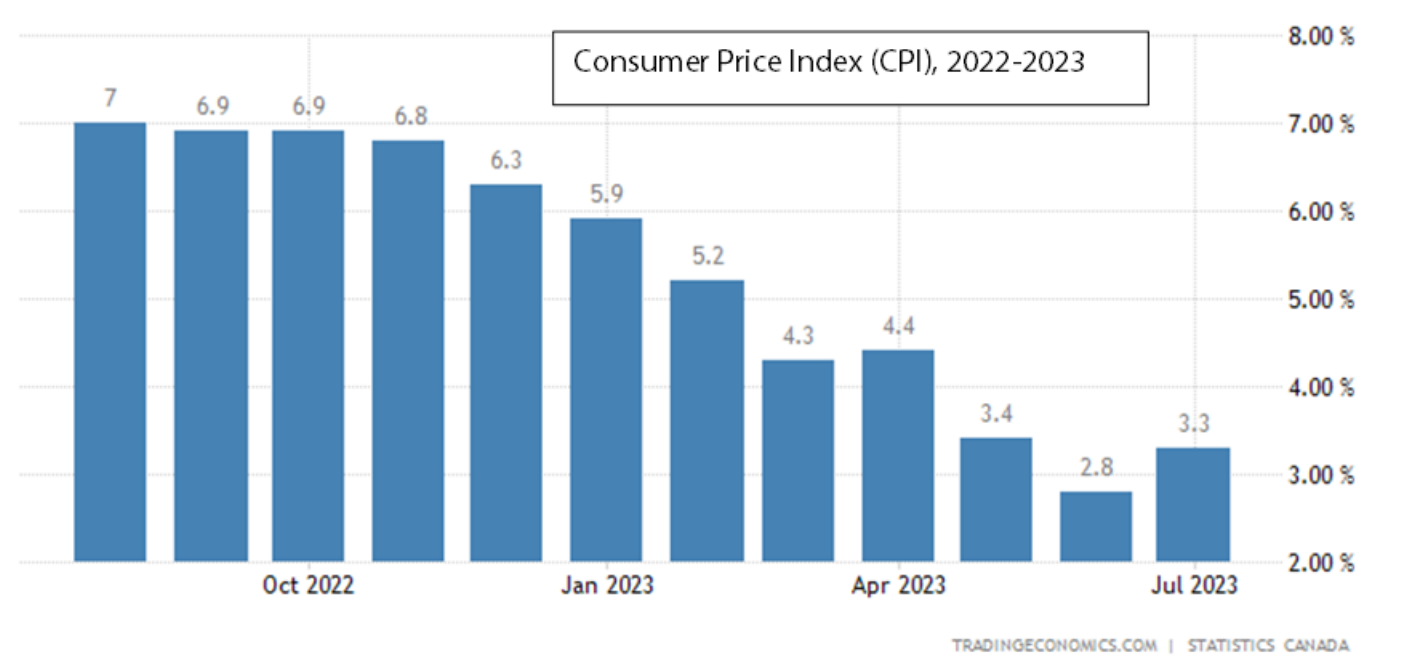
The annual inflation rate in Canada rose to 3.3% in July 2023 from 2.8% in the previous month and above market expectations of 3%. Energy prices fell less (-8.2% vs -14.6%) mainly due to gasoline (-12.9% vs -21.6% in June) due to base-year effect. Also, electricity prices rose faster (11.7% vs 5.8%). The mortgage interest cost index (+30.6%) posted another record year-over-year gain and remained the largest contributor to headline inflation.

On the other hand, prices slowed for groceries (8.5% vs 9.1%) due to fresh fruit and bakery products; and traveller accommodation (4.2% vs 12.9%), with prices for travel tours down by 1.2%. Also, cost fell further for natural gas (-15.7% vs -5.8%) and airfares (-12.7% vs -3.5%). On a monthly basis, the CPI rose 0.6% in July, following a 0.1% gain in June, largely a result of higher monthly prices for travel tours, with July being a peak travel month.⁷

⁵ Trading Economics

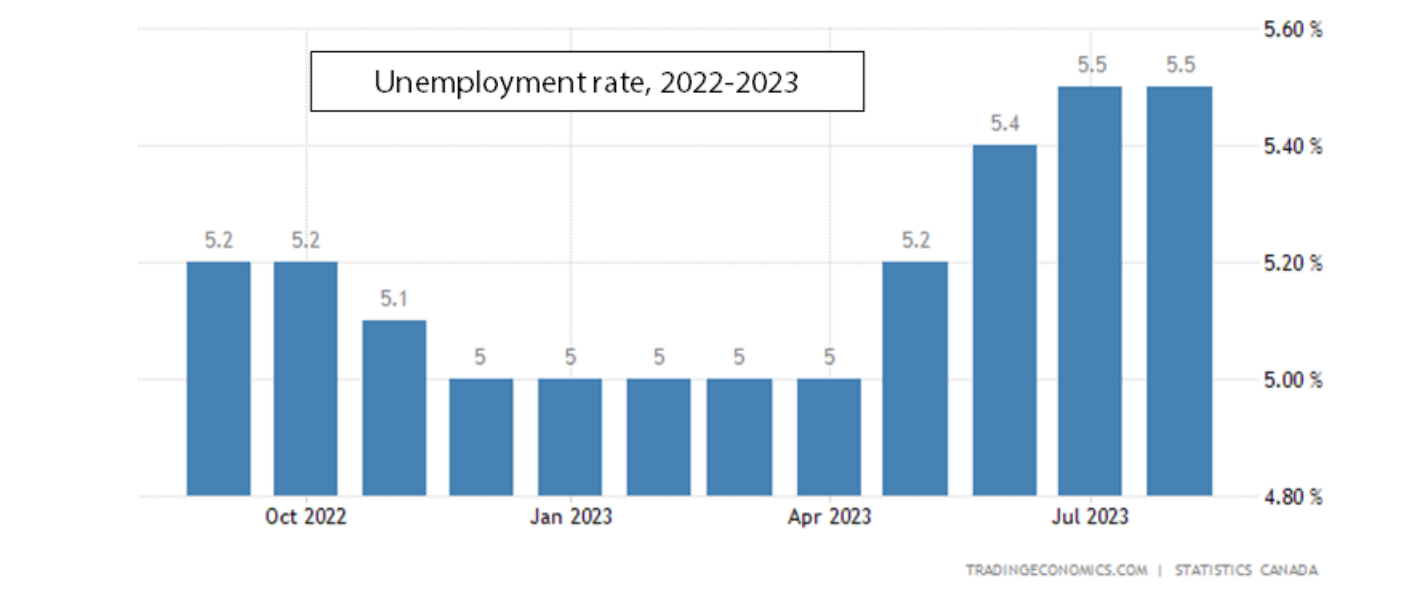
⁶ Bank of Canada

⁷ Trading Economics



Unemployment

The unemployment rate in Canada was at 5.5% in August of 2023, remaining unchanged from the 18-month high from the previous month and slightly below market estimates of 5.6%. The data consolidated evidence of some softening in the Canadian labor market since the prior year, but the jobless rate remains well below pre-pandemic averages and the labor market is tight when compared to historical levels. Unemployment rose by 14.2 thousand individuals to 1.181 million, with 57.8% of unemployed individuals being unemployed for over one month.⁸



⁸ Trading Economics

2.2. 2024 Business Plan – Impact of Economy

For our 2024 Business Plan, we have taken the overall state of the economy into account in the following areas:

- **Compensation Increases:** We've updated our compensation ranges according to our Compensation policy, incorporating a 3.3% increase based on the July CPI.
- **Construction Sector Slowdown:** We have noted the slowing in the construction sector, causing us to assume that architectural fee growth will slow as well. This information, combined with our own internal data and the results of our August client survey, has led us to project a small increase in overall fees for 2024 (based upon the three-year average) and then flat fees (0% change) over the remaining years in our planning horizon.
- **Labour Shortages:** Our interpretation of the unemployment data suggests that labour shortages will generally continue and be a drag upon potential growth within the construction sector and upon architectural practices. This will contribute to the overall slowing/flattening of architectural fees in the coming years.
- **Competitive Landscape:** We believe the same skill shortage may impact Pro-Demnity directly, leading to increased competition in recruitment efforts. This emphasizes the need for retention and succession efforts.

3. Insurance Market Update

3.1. Canadian Insurance Industry Update

As of year-end 2022, the Canadian property and casualty (P&C) market saw a combined ratio of 85.4% and solid underwriting results due to a historically large reserve release of over \$7 billion. Without that reserve release, the run-rate Combined Operating Ratio (COR) would have been closer to 96%.

The industry did not benefit from the current interest rate environment and volatile equity markets on the investment side. Direct Premium Written (DPW), up 7.41% from the previous year, was only narrowly keeping pace with inflation. Net premiums written are lagging behind, with tepid 1.5% growth.

The portfolio remediations made in recent years resulted in a more stabilized market with increased competition and a more diversified appetite. However, economic uncertainty, costly reinsurance capacity, and an accelerated frequency and severity of climate events have nevertheless required insurers to remain strategic about the capacity being deployed.

- Canada experienced two of the top 10 global catastrophic events with the May windstorm in Ontario and Quebec and Hurricane Fiona, making it the third-worst year for insured losses in Canadian history, with an estimated \$3.1 billion.
- The rise in reinsurance rates following challenging reinsurance treaty renewals has undoubtedly impacted the Canadian property insurance market, causing more strain on pricing and capacity for primary insurers. Insurers are managing their natural catastrophe exposures by reducing capacity and placing sub-limits for weather events. Reinsurers are managing their natural catastrophe exposures by reducing capacity and increasing retention/attachment points.
- There is a continued focus on valuations, and clients should expect this to be a focal point during their renewal process.
- The sources of business disruption for companies have become a myriad of interconnected, complex, and diverse challenges contributing to a material increase in the cost of business interruption claims, making it one of the top concerns for companies in 2023.
- The improvement in risk mitigation practices and cybersecurity controls has contributed to more favorable cyber market conditions.⁹

As of October 2023, the overall P&C market seems to be indicating “lingering hard market conditions.”¹⁰ Geopolitical uncertainty and inflation – driving loss costs especially – are affecting rates and volatility.

Specific information on the architect professional liability market is difficult to obtain. Media reports indicate increased claims and increased underwriting selectivity among private insurers.¹¹ This situation seems to be leading to a variety of actions, from restrictions in capacity for some risks to greater underwriting scrutiny at renewal. Social inflation, including rising claim costs, a backlog of litigation, length of time to settle, supply chain disruptions and the rise in bodily injury claims are primary factors in rate increases.

⁹ [Transitioning market remains focused on profitable growth: Aon's 2023 Canadian Spring Insurance Market Update \(newswire.ca\)](#)

¹⁰ [IIC - Why PC execs predict 2024 will look similar to 2023 \(insuranceinstitute.ca\)](#).

¹¹ For example, see [Architects & Engineers Market Sees Rising Claims Severity Amid Wave of New Projects \(insurancejournal.com\)](#) and [IMR Spring Update 2023 – Architects and engineers - WTW \(wtwco.com\)](#)

3.2. Global insurance highlights

In recent years, most insurance carriers have demonstrated remarkable flexibility and resilience in overcoming a host of obstacles, particularly the impacts of the pandemic and the economic fallout from the Russia-Ukraine and Middle East conflicts. Systems and capabilities have been improved, and agile talent and technology strategies have paid off.

The road ahead is marked by several hurdles: rising inflation, interest rates, and loss costs; the looming threats of recession, climate change, and geopolitical upheaval; and competition from InsurTech companies.

Global non-life insurance return on equity (ROE) is expected to be lower in 2023 due to weaker underwriting performance and investment results but is anticipated to rebound to a 10-year high in 2024 as the interest rate tailwind and potential rate hardening take effect. In the non-life insurance sector, slowing global growth and inflation are likely to result in real premium growth of less than 1% this year, with a recovery expected as inflation eases and the hard market continues.

In the life insurance sector, global premiums in real terms are forecasted to contract by 1.9% in 2023 as consumers face cost-of-living pressures. However, a return to trend growth is expected in 2023 and 2024, driven by emerging markets. Life profitability is improving due to rising interest rates and the normalization of COVID-19 mortality claims.¹²

Global Reinsurance Outlook 2024

High price discipline driving a hard market environment, rising reinvestment yields, and strong demand for reinsurance protection are likely to support earnings. Underwriting margins are expected to peak in 2024 as near-term price increases continue to exceed loss cost trends.

The headwinds linked to high inflation and the rising interest rate environment are expected to ease, while the negative effects of climate change on natural catastrophe claims should be adequately priced in by 2023 and 2024.

For the casualty reinsurance market, social inflation, economic inflation, and a drive to improve margins have caused reinsurers to restructure their offering, generally limiting capacity in some areas and raising attachment points. At the National Insurance Conference of Canada (NICC) in September 2023, reinsurers noted that 2024 “could be positive for reinsurers”, reflecting an expectation of increasing returns on capital through pricing discipline and continued restructuring of portfolios. The sector's near-term return on capital is expected to exceed its cost of capital. Swiss Re estimates Cost of Capital ranges from 9.1% in Canada to 13.2% in the UK for 2023.¹³

The reinsurance sector is expected to maintain very strong capital adequacy, a testament to prudent risk management and strong earnings generation.

Renewed interest from institutional investors, driven by better-expected returns, will lead to strong net inflows into alternative capital. The availability of more capacity from traditional and alternative sources should gradually soften the market starting in 2025.

¹² [Global Economic and Insurance Market Outlook 2023-2024 \(beinsure.com\)](https://www.beinsure.com/global-economic-and-insurance-market-outlook-2023-2024)

¹³ “Global Economic Outlook”, Jérôme Jean Haegeli, Group Chief Economist, Swiss Re at the National Insurance Conference of Canada, Montreal, September 28, 2023.

3.3. Other External

Technological trends

New technologies continue to be developed that will play an important role in underwriting, risk, and claims. The expansion of AI into routine tasks (from Contract review to Chat to Content creation) will accelerate. InsurTech start-ups continue to launch, although the model in North America has largely shifted from a “full stack¹⁴” approach to a targeted support of specific functions and integration or support of industry players.

The use of AI by policyholders is already underway. Its direct impact on professional liability is unknown, as there have been no claims or legal precedents set yet. History suggests, however, that the professional approving a design will remain responsible and accountable for it, regardless of how it was produced.

Environmental trends

Climate change is leading to an increase in weather-related events such as flooding and wildfires. OSFI published the final *Guideline B-15: Climate Risk Management*, in March 2023, which will be effective fiscal year-end 2024 for Domestic Systemically Important Banks and Internationally Active Insurance Groups headquartered in Canada, and fiscal year-end 2025 for all other in-scope institutions¹⁵.

Much attention has been given to mitigation efforts – efforts to reduce the impact of human activities on climate change. We are seeing increased discussion and focus on adaptation – how to we live with the change that has already happened or that seems inevitable – and this shift could have an impact on the expectations of architects. How this would translate into professional liability is not completely clear but, again, history suggests that the professional approving a design will remain responsible and accountable for it and its reasonably foreseeable outcomes.

3.4. 2024 Business Plan – Impact of Insurance Market

For our 2024 Business Plan, we have taken the overall state of the insurance market into account into the following areas:

- **Reinsurance Renewal:** We anticipate a competitive reinsurance renewal, with syndicates seeking to maintain discipline while still seeking profitable business. We expect we can renew our reinsurance Excess of Loss program for the same rate change as we take on our underlying layer. This rate may be below the going market increases, but we believe our continued profitability will support this approach.
- **Optional Business:** For limits above the minimum mandatory requirement, we expect to remain competitive as we anticipate the overall marketplace to continue its rate increases, likely in the mid-to-high single digits. Some risks – particularly those that may be able to leverage existing insurance relationships for other lines of business and which have sound risk management approaches – may see rate increase and we will have to be vigilant and flexible at renewal to keep these policies.
- **Base Scenario:** Overall, we believe our base scenario rate increase of 3% will allow us to remain competitive.

¹⁴ “Full Stack” meaning the compete vertical offering, from provision of capital through product design, underwriting, claims management, and distribution.

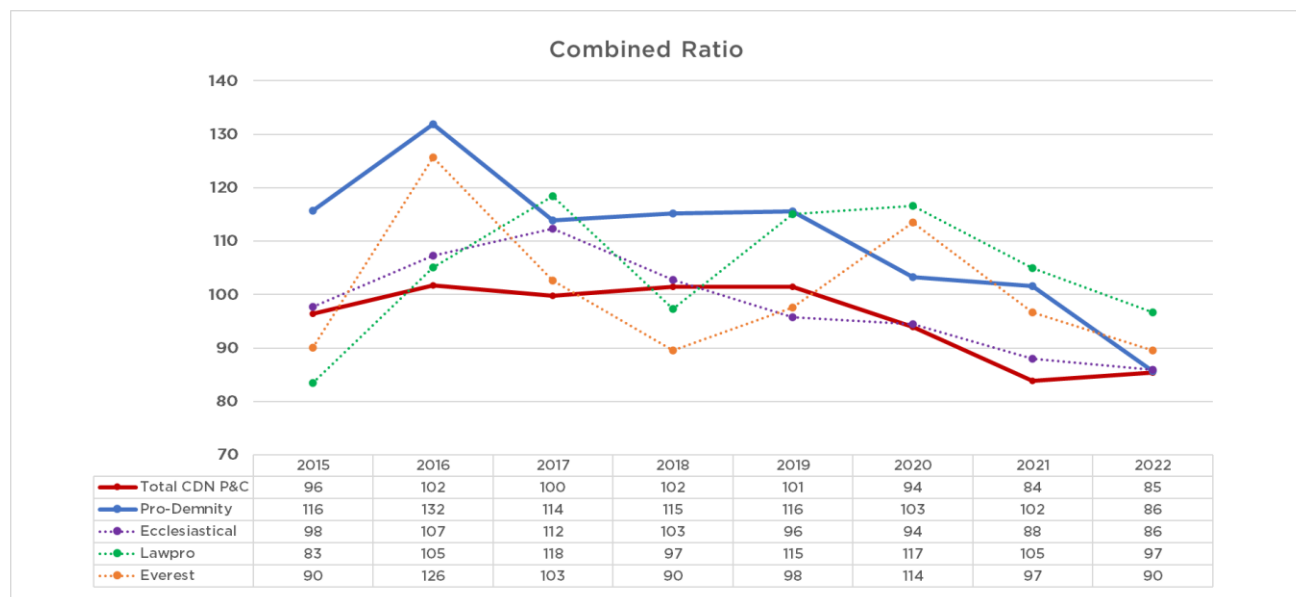
¹⁵ Being regulated by FSRA, Pro-Demnity is not an in-scope institution for OSFI Guidelines.

4. Pro-Demnity Overview

4.1. Pro-Demnity compared with Canadian P&C Insurance Companies

The charts below summarize the financial performance of Pro-Demnity compared to Canadian P&C Insurance Companies for the last 8 years.

Combined Ratio (= Net Loss ratio + Expense ratio)



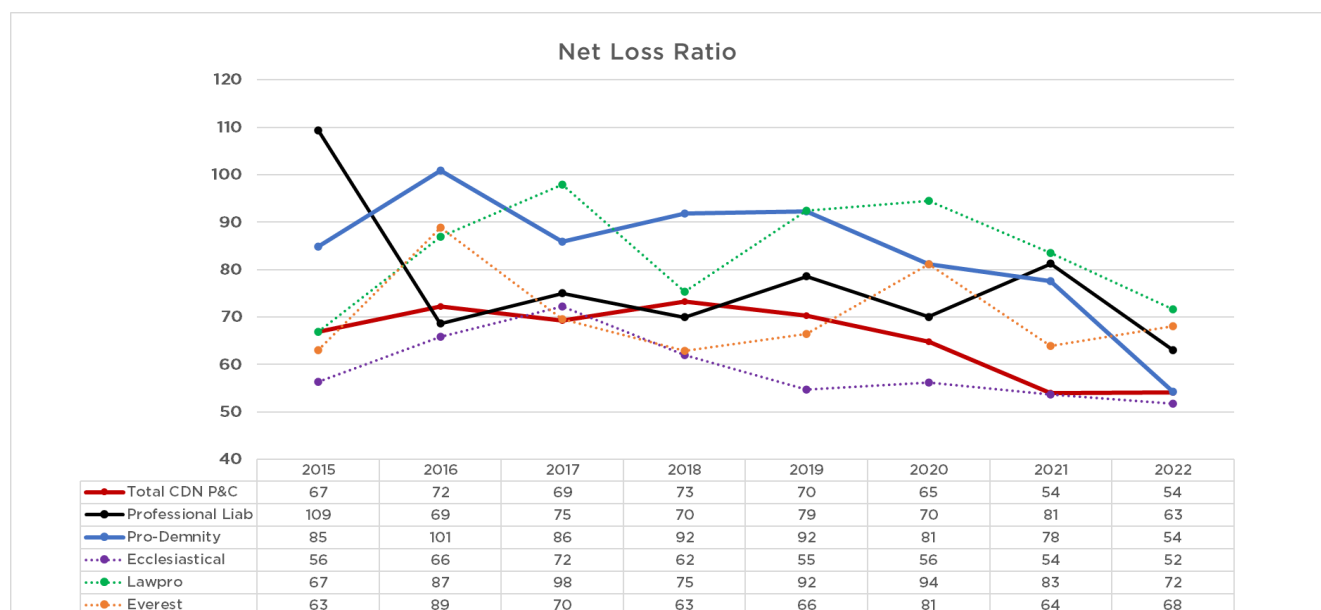
Total Industry includes the property and casualty (P&C) Canadian insurance companies (P&C-1) and foreign insurance companies (P&C-2).

Historically, Pro-Demnity's Combined Ratio was higher than the industry. In 2022, we have been positively impacted by a lower frequency of claims and favorable movement in discounting. The impact on discounting is more significant than the industry average due to the long-tail nature of the professional liability line of business compared to other lines such as property.

Compared to our competitors, Pro-Demnity's Combined Ratio was higher than that of competitors until the year 2019. Starting in 2020, it has improved, resulting in outperforming competitors in the last couple of years.

Net Loss Ratio (a component of Combined Ratio)

The Net Loss ratio represents the portion of our Revenue absorbed by our net claims costs (i.e., the amount retained by the Company after ceding losses to reinsurance).



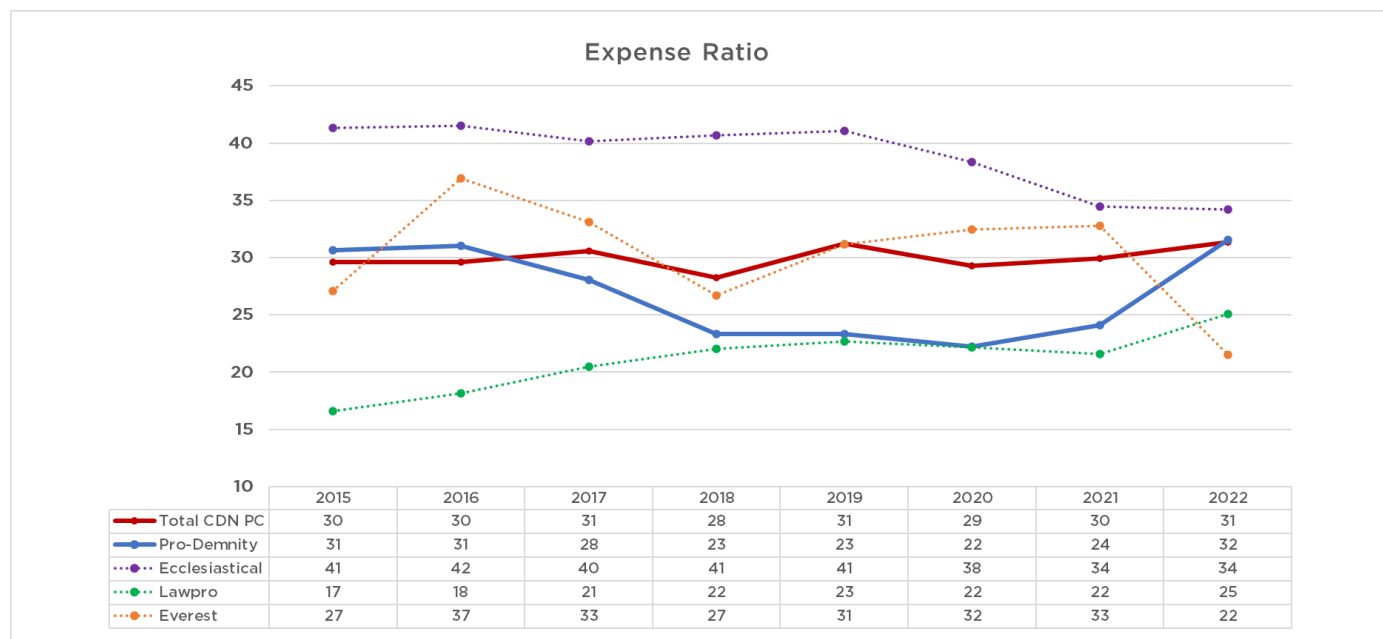
The net loss ratio for Professional Liability fluctuates more compared to other lines.

Pro-Demnity's results tend to fluctuate slightly less than the overall professional liability industry, but the loss ratio is generally higher than that of the overall professional liability industry. The 2022 results for all companies are positively impacted by movements in discounting.

Compared to our competitors, Pro-Demnity's Net Loss Ratio was higher than that of competitors (except for LawPRO) until 2022.

Net Expense Ratio (a component of Combined Ratio)

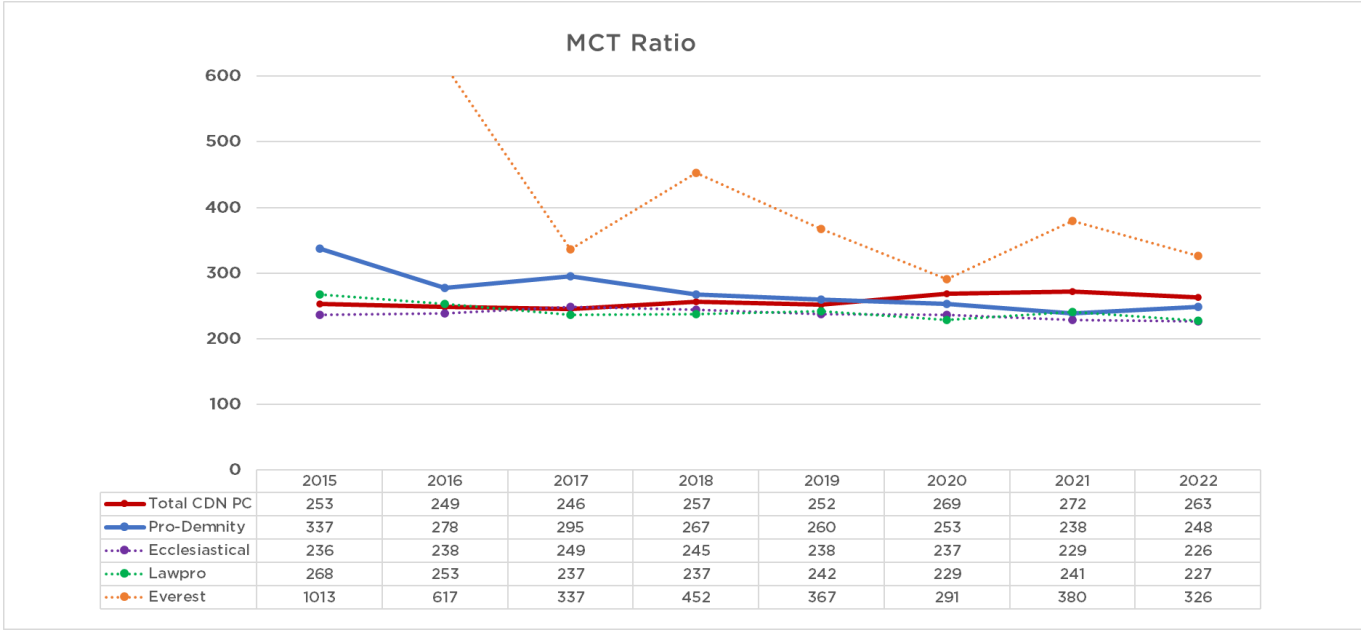
The Net Expense ratio represents the portion of our Revenue absorbed by our non-claims costs (i.e., the cost of running the business outside of claims).



Before 2021, Pro-Demnity reported ceded commissions as negative expenses, which reduced our overall expense ratio. Starting in 2021, ceded commissions have been reported as a reduction in ceded premiums. The 2021 expense ratio includes \$1.2 million in profit commissions, while the 2022 expense ratio includes \$0.9 million.

MCT Ratio

The Minimum Capital Test (MCT) ratio is our key measure of capital adequacy and strength.



In general, Pro-Demnity's MCT fluctuates more than the industry due to the volatility of the professional liability line of business and the company's relatively small size. Pro-Demnity requires a higher percentage of capital for Insurance Risk compared to the industry because we exclusively underwrite professional liability, which carries the highest Insurance Risk factors.

Pro-Demnity’s MCT has declined over the past few years compared to the MCT levels in 2015-2017.

Compared to our competitors, Pro-Demnity's MCT generally aligns with that of other competitors, which typically fluctuates around the 250 range (except for Everest). Pro-Demnity experiences more noticeable fluctuations in MCT compared to its competitors (except Everest).

It is important to note that we do not know the Internal MCT Ratio targets of the industry or any of our competitors, and caution should be used in this comparison. Raw MCT ratio comparison without understanding the Internal Target is somewhat like comparing building heights using “elevation above mean sea level”. Without knowing the baseline (whether ground level or the Internal MCT Ratio Target), the quality of comparison, and the conclusions based upon it, can suffer.

4.2. Pro-Demnity: 2023 Review as of Q3

Premium Production in 2023

As of September 2023, Gross Written Premium (GWP) totaled \$40.7 million, exceeding the plan by 2.7% and representing a year-over-year increase of 10.8%.

A positive 2.7% variance compared to the plan is primarily driven by a 16% increase in reported architectural fees during the period from September 2022 to September 2023, compared to the same period in the prior year. The 2023 plan had anticipated architectural fees to remain unchanged compared to the prior year.

The year-on-year growth of 10.8% is the result of a combination of factors, including rate increases (+5%), a 4% inflation on mandatory premiums for the period starting April 1st (+1.3%), and a 4.5% increase in architectural fees.

Insurance Revenue for 2023

As we continue to observe an increase in our direct premiums written compared to the same period last year, a portion of this premium increase has now been earned, contributing positively to our insurance results.

As of September 30, 2023, we reported insurance revenue of \$35.3 million, exceeding the plan by \$0.6 million and surpassing the prior year by \$2.8 million, representing an 9% increase.

On a net basis, net earned premiums reached \$20.3 million, surpassing the plan by \$1.0 million, and this had a positive impact on all the ratios compared to the plan.

2023 Claims

Our net loss ratio, currently at 49.1%, is significantly below the planned ratio of 65.6%, with a variance of 16.5 points mainly driven by a \$2.5 million favourable adjustment in discounting due to an increase in the interest rate, reducing the net loss ratio by 13 points.

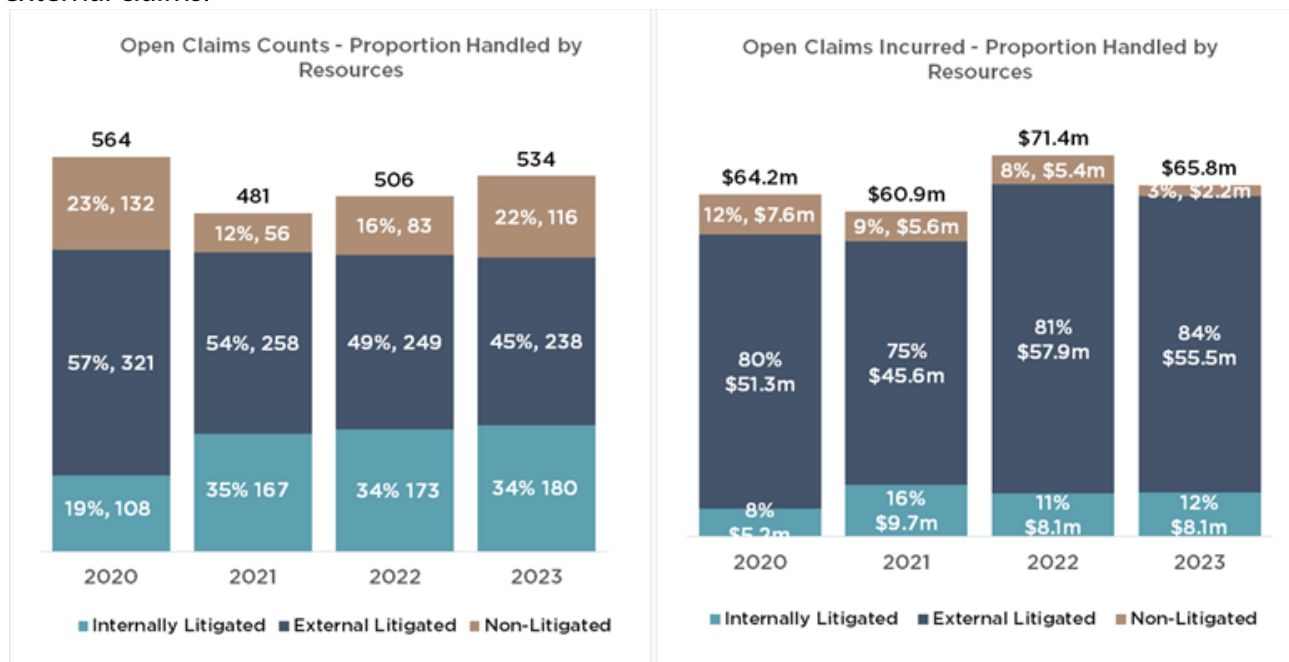
Our year-to-date (YTD) numbers have also been affected by reducing the reserve for a significant claim for underwriting year 23 by \$2.6 million gross (\$0.3 million net). While the net impact of this reserve reduction is not significant, it has affected both the gross and ceded loss ratios.

The year-to-date net movement in the IBNR was a strengthening of IBNR by \$4.3 million, which offset a favourable net movement in the case reserve of \$1.5 million.

In comparison to the previous year, the current year's loss ratio is 4.1% higher. This year-over-year variance is primarily due to a favorable \$5.8 million adjustment in discounting in the prior year's results.

Regarding the volume of new claims, we reported 154 claims as of September 30th. This is an increase of 23 claims compared to September 2022 year-to-date but consistent with the claim volume reported in 2021 of 153 claims. We are continuously monitoring claim frequency and its potential impact on the loss ratio.

As of September, we have assigned 53% of new litigation files to Internal Counsel, and 47% to External Counsel. We continue to assign new claims to internal resources where appropriate, although most of our Open Claims are claims reported in prior years. In our total inventory of Open Claims, 45% remain with external counsel by case count compared with 34% with internal counsel. From a Total Incurred¹⁶ perspective, 84% of our Total Incurred Claims are with external counsel compared with only 12% with internal counsel. Some of this difference in incurred is due to a lower hourly rate for lawyers (a difference of over \$100/h), but this difference in Total Incurred also reflects the greater age and complexity of external claims.



2023 Expenses

Management continues to closely monitor expenses and capital expenditures, maintaining strong expense management practices. The total expense pool before allocation to claims amounted to \$6.5 million, which was \$0.2 million below the planned amount but \$0.2 million higher than the prior year.

The variance from the prior year is a combination of increased technology-related costs (+\$0.2 million), professional fees (+\$0.1 million), occupancy costs (+\$0.1 million), and client experience and communication costs (+\$0.1 million), partially offset by lower salary expenses of \$0.4 million compared to the prior year due to a severance accrual in the prior year's numbers.

¹⁶ Total Incurred = Expenses Reserved + Expenses paid + Damages Reserved + Damages Paid.

Investment Return in 2023

Investment return includes investment **income earned, realized and unrealized gains/(losses), and investment expenses.**

The key change compared to the last year is that starting January 1, 2023, the unrealized gains/(losses) for the movement in the market value in our capital portfolio are reported in the Statement of Income while last year they were reported in Other Comprehensive Income.

As of September 30th, our investments generated a net income of \$1.6 million, which was \$0.2 million below the plan but \$1.6 million ahead of the prior year. The variance from the plan is attributed to \$0.8 million in unrealized losses, partially offset by \$0.2 million in realized gains and a higher-than-planned investment income of \$0.4 million.

The favourable variance compared to the prior year is due to investment income that is \$1.0 million higher than last year. Additionally, we reported realized losses of \$1.3 million in the prior year, whereas this year, we reported realized gains of \$0.2 million. However, this favourable variance is offset by unrealized losses of \$0.9 million this year.

Our investment income also includes \$0.3 million in interest earned from short-term investments in GICs, utilizing excess operating cash to take advantage of increased interest rates.

2023 Summary

Although our focus has remained on Claims and Legal from a project perspective, we have had a very busy year in many areas of the Company's operations. The following tables highlight some of our successes and challenges for 2023.

SUCSESSES AND HIGHLIGHTS

- ✓ **Client Experience (CX):**
 - Continued with development of personas.
 - Updated marketing and communication materials.
 - Conducted client surveys.
 - Developed new rate assessment tools for our website.
 - Transformed VP Marketing and Communications into VP Client Experience.
- ✓ **Underwriting Project:**
 - Reviewing policy wording and pricing.
- ✓ **Relationship with FSRA:**
 - Building a strong rapport with FSRA, including board and staff-level meetings and their attendance at our board meeting.
- ✓ **Cash Flow Management:**
 - Enhanced to optimize overnight investment returns, resulting in substantial income without risk.
- ✓ **Website Enhancements:**
 - Continuous improvements in website design and metrics for measuring social media, website, and communications.
- ✓ **Enterprise Risk Management (ERM):**
 - Continued integration of the new ERM framework.
 - Developed Risk Registers across the company.

SUCSESSES AND HIGHLIGHTS

- Assessed and presented Risk Controls to every board committee before the board's presentation.
- ✓ **Human Resources (HR):**
 - **Successfully recruited five full-time employees and two contract positions.**
 - Dedicated resource to streamline HR processes and manage employee relations.
 - Conducted the first-ever Employee Engagement Survey, with team-specific follow-ups and a planned follow-up survey in late 2023.
 - Ongoing rollout of the Employee Performance Management Framework.
- ✓ **Hybrid Work Environment:**
 - **Continued working in a completely optional hybrid work setting.**
 - Teams and individuals determine their in-office timing.
- ✓ **Insurance Operations:**
 - Insurance service results significantly ahead of the plan.
 - Manage expenses within the budget.
 - Premium growth ahead of prior year (10% growth).
- ✓ **Reinsurance:**
 - **Continue to strengthen relationships with reinsurers through regular meetings, both virtual and in-person (in Toronto and in London).**
 - Upgraded data and bordereau to enhance their understanding of our business.
- ✓ **Risk Education:**
 - Delivered successful presentations at the OAA Conference in Sudbury on Integrated Project Delivery (IPD) and Personal Injury Claims
 - Architectural schools.
 - Architect-Hosted Lunch'n'Leans Sessions to help Legal and others understand the architect's role in design and construction.
- ✓ **Claims System:**
 - Implemented a new claims system, streamlining processes and integrating with the accounting system.
- ✓ **Accounting Standards:**
 - Successfully transitioned to new accounting standards (IFRS-17 and IFRS-9).
- ✓ **Cybersecurity:**
 - Conducted monthly cyber training for all employees.
 - Conducted external penetration testing in September, resulting in thirteen recommendations, none of them serious.
- ✓ **New Office Location:**
 - Relocated to 160 Bloor Street West, Suite 1001.
- ✓ **Diversity, Equity, Inclusion and Belonging (DEIB):**
 - Maintained a commitment to DEIB with eleven commemorative activities.
- ✓ **Legal:**
 - Scheduled Pro-Demnity Legal Panel Conference for November 7th to improve claim management.
 - Developing an updated Legal Management System to be implemented by year-end.
- ✓ **Employees:**
 - Our first parental leave in years!

CHALLENGES

- × **HR Concerns:**
 - Addressing succession planning, talent retention, and fostering career development.
- × **Hybrid Work:**
 - Coordinating office attendance and holding hybrid meetings continue to provide learning opportunities for collaboration.
- × **IFRS 17:**
 - Key Performance Indicator (KPI) changes due to IFRS 17 implementation remain uncertain, as is the case across the industry.
- × **Claims Severity:**
 - We're witnessing an increase in the severity of claims, particularly larger claims.
- × **Interest Rates:**
 - Higher interest rates, driven by economic stresses from inflation, are impacting expenses.
- × **Investments:**
 - Ongoing market volatility leads to fluctuating investment results.
- × **Pandemic Impact:**
 - The pandemic's economic, social, mental, and spiritual impact persists, with a continuous increase in illness rates.
- × **Scale Challenges:**
 - Our size presents resource constraints and cost incomparability. Fixed costs, such as audit and actuarial services, are proportionally higher compared to larger firms.
- × **Project and Initiative Complexity:**
 - Managing a high volume of complex projects and initiatives.
- × **Data Utilization and Sharing:**
 - Enhancing information and insight sharing, moving beyond raw numbers.

Statement of Income as of Q3 2023

The Income Statement as of September 30, 2023, is presented below.

Statement of Income

YTD as of September 30, 2023

In ('000)

	PD	PDII	Consolidated		Restated		Restated				
	Actual	Actual	Actual	Budget	PD	PDII	Consolidated	Variance to Plan		Variance to Prior	
	Sep-23	Sep-23	Sep-23	Sep-23	Sep-22	Sep-22	Sep-22	\$	%	\$	%
	\$	\$	\$	\$	\$	\$	\$	\$		\$	
Insurance Revenue	35,345		35,345	34,751	32,553		32,553	594	2%	2,791	9%
Insurance service expense - Claims	(11,989)		(11,989)	(13,673)	(13,382)		(13,382)	1,684	-12%	1,392	-10%
Insurance service expense - Premium Tax	(1,219)		(1,219)	(1,187)	(1,101)		(1,101)	(32)	3%	(118)	11%
Insurance service expense - Insurance Expenses	(3,512)	(186)	(3,698)	(4,341)	(4,432)		(4,432)	643	-15%	734	-17%
Insurance service expense - Expenses	(4,732)	(186)	(4,918)	(5,528)	(5,534)	-	(5,534)	611	-11%	616	-11%
Insurance service expense	(16,721)	(186)	(16,907)	(19,202)	(18,915)	-	(18,915)	2,294	-12%	2,008	-11%
Insurance service result before reinsurance contracts held	18,624	(186)	18,438	15,549	13,638	-	13,638	2,888	19%	4,800	35%
Allocation of reinsurance premiums	(15,061)		(15,061)	(15,462)	(14,179)		(14,179)	401	-3%	(882)	6%
Amounts recoverable from reinsurers for incurred claims	3,002		3,002	3,067	3,745		3,745	(64)	-2%	(743)	-20%
Amounts recoverable from reinsurers for expenses (profit commissions)	169		169	-	-		-	169	0%	169	0%
Net expenses from reinsurance contracts held	(11,890)	-	(11,890)	(12,395)	(10,434)	-	(10,434)	505	-4%	(1,456)	14%
Insurance service result	6,734	(186)	6,548	3,154	3,204	-	3,204	3,394	108%	3,344	104%
Investment Operations											
Investment Income	2,380	9	2,389	1,947	1,421		1,421	442	23%	968	68%
Realized Gains (Losses)	237		237	-	(1,272)		(1,272)	237	0%	1,509	119%
Unrealized Gains (Losses)	(873)		(873)	-	-		-	(873)	0%	(873)	0%
Investment Expenses	(194)		(194)	(204)	(180)		(180)	10	-5%	(14)	8%
Provision for Credit Losses	(1)		(1)	-	-		-	(1)	0%	(1)	0%
Investment Return	1,549	9	1,558	1,743	(31)	-	(31)	(185)	-11%	1,589	-5058%
Finance income/(expense) from insurance contracts	(1,242)		(1,242)	(2,932)	2,466		2,466	1,690	-58%	(3,708)	-150%
Finance income/(expense) from reinsurance contracts	279		279	891	(954)		(954)	(612)	-69%	1,233	-129%
Net finance income/(expense) from insurance contracts	(963)	-	(963)	(2,041)	1,512	-	1,512	1,078	-53%	(2,475)	-164%
Net investment result	586	9	595	(298)	1,481	-	1,481	893	300%	(886)	-60%
Other income and expense											
Other income	3	1,003	1,005	837	6	630	636	168	20%	1,005	0%
General and Operating Expenses	(1,297)		(1,297)	(772)	(513)		(513)	(525)	68%	(783)	153%
Other Income and Expenses	(1,294)	1,003	(291)	65	(507)	630	123	(356)	-548%	(414)	-337%
Net income (loss) before taxes	6,025	826	6,851	2,921	4,177	630	4,807	3,930	135%	2,044	43%
Total Income Taxes	(1,597)	(206)	(1,803)	(789)	(1,107)	(167)	(1,274)	(1,014)	128%	(529)	42%
Net Income/(Loss) after tax	4,429	620	5,049	2,132	3,070	463	3,533	2,917	137%	1,516	43%
Premiums Written Direct	40,664		40,664	39,578	36,716			1,086	3%	3,949	11%
Ceded to Gross rate	45%		45%	45%	47%						
Gross Loss Ratio*	37.4%		37.4%	47.8%	33.5%				-10.3%		3.9%
To Net Insurance revenue											
Net Loss Ratio*	49.1%		49.1%	65.6%	44.2%				-16.5%		4.8%
Net Comms & Prem Taxes	5.2%		5.2%	6.2%	6.0%				-1.0%		-0.8%
Net Operating Expenses	17.3%		18.2%	22.5%	24.1%				-4.3%		-5.9%
Net Other Expenses	6.4%		6.4%	4.0%	2.8%				2.4%		3.6%
Net Expense Ratio (Overhead Ratio)	28.9%		29.8%	32.7%	32.9%				-2.9%		-3.1%
Net Combined	77.9%		78.9%	98.2%	77.1%				-19.4%		1.7%

5. The 2024 Company Plan

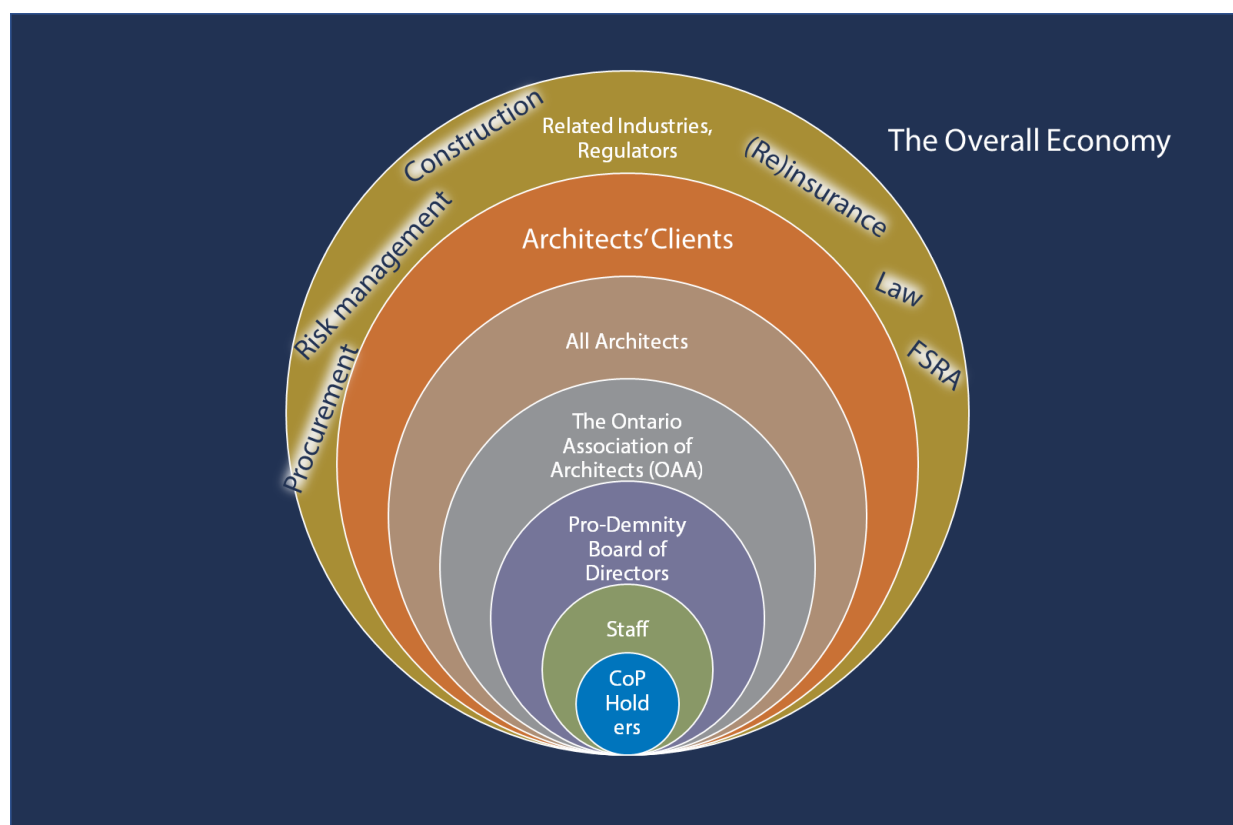
5.1.Cause – Purpose – Ambition – Values

Our Cause-Purpose-Ambitions-Values (CPAV) define **why we exist** (to support the *architectural profession to take the risks necessary to design a better world* by enabling wise, effective, and efficient management of risk), **who we are pursuing our cause** (as a *trusted ally to protect and defend*), **our motivation to do this** (acting as an *authority on risk*), and **the principles underlying our decisions and actions** (with *trust, accountability, collaboration, and innovation*).



In pursuit of our Cause, we seek to serve the past, present, and future of the profession through Insurance Services (protecting and defending decisions from the past), Risk Education (informing and guiding decision of the future), and Risk Services (assisting in guiding practices in risk decisions in the present).

Recognizing the interconnectedness of our work, Pro-Demnity works with and listens to a variety of stakeholders, including the OAA, FSRA and OSFI, reinsurers, other insurers and competitors, and various constituents of the overall design and construction industry. A visual representation shows how everything fits together, how the customers, architects, are our focus, and our company is based on our Cause-Purpose-Ambitions-Values (CPAV) to support the architectural profession to take the necessary risk to design a better world in which we live and work.



In alignment with the strategic direction presented at the Board Retreat in late 2022, we remain focused on our four specific intents for our business to accomplish: Client Centricity, Strengthened Operations, Financial Sustainability and growth, and People & Culture.

5.2. 2024 Actions to Support our Strategy

Client Centricity

Client Centricity is the focus of what we do. It means putting the client at the centre of all we do, seeking to understand their experience with us, their interactions, goals, and challenges. It means seeking to solve their problems rather than our own ... and **doing the right things** to solve those problems and address their challenges. Client Centricity does not mean the "customer is always right" – in insurance, there are many examples where this is not true – but it does mean our clients (both individually and as a group) drive our decisions, actions, and intent. At Pro-Demnity, we use our focus on Client Experience (CX) to ensure client centricity.

For 2024, our CX activities include:

- Continued working on underwriting product, pricing, and process with the end goal of improving the renewal and premium payment experience for our clients.

- Expanded web-based tools to enhance self-serve access to Insurance Solutions and Risk Alliance information. These will include search (especially with respect to meta data), new risk assessment tools, improved access to Risk Services, etc.
- Continue podcast development.
- Additional part-time resource to assist in managing social media, digital presence.
- A review of social media and communications strategies to build better connection with more architects.
- Introducing a Closed loop process for client feedback, ensuring that we listen and that the client knows what we are doing with their feedback.

Strengthened Operations

Strengthening operations is about **doing things right**. For Pro-Demnity, “right” means effectively and efficiently in keeping with our Cause & Purpose, and in accordance with our scale and resources. Good processes and workflows – supported by skilled people, technology, and other tools – promote doing things right.

The most obvious focus for 2024 with respect to Strengthened Operations is our underwriting projects. Yet we also have included work on:

- Within our underwriting projects, update our business processes and the technology that supports it. Our goal is to move to a newer version of our underwriting software and to remove dependency upon stand-alone software such as M-Files.
- Hardening of technology infrastructure including additional testing and training.
- Creating a Digitization strategy to move all information into digital form, including relevant historical documents. Begin implementation of the plan if appropriate.
- Within Claims, review our external invoice review process, looking to decide if we should continue to outsource this activity or if we can handle it internally.
- Updating website to Web Content Accessibility Guidelines (WCAG) 2.0 AA.¹⁷
- Improvement of operational Risk Controls within our ERM Framework.

Financial Sustainability and Growth

Pro-Demnity is a provincially regulated financial institution. This means we have obligations and requirements imposed upon us by our regulator, and expenses and funding needs created by our fulfillment of our Cause. If we do not meet the financial necessities of sufficient capital and growing revenues, none of our other plans are possible.

MCT Ratio remains an important measure of financial stability and our ability to grow. Currently, the only way to increase capital is to earn profit and keep that profit within the Company as Retained Earnings. There is, however, the potential of raising capital externally in the future, subject to us creating a suitable business case and finding an acceptable source of capital.

Other activities for 2024 with respect to Financial Sustainability and Growth – in addition to our normal financial controls, cash flow management, and accounting work – include improvements and continued assessment of financial risk controls, improved data analysis and reporting, and updating of key policies (begun in 2023).

¹⁷ The WCAG 2.0 AA is mandatory for federal public sector, Crown Corporations, and all federally regulated organizations. Although we are not, therefore, required to meet this standard we believe we should, in keeping with good practice and in alignments with our commitment to DEIB and our Client Centricity focus.

Within our risk management work, we are aware of OSFI's *Guideline B-15: Climate Risk Management*. Insurers regulated by OSFI are required to report as per this Guideline by fiscal year-end 2024 or fiscal year-end 2025, depending upon the Company's size. Although we are not regulated by OSFI and FSRA has not indicated it will follow OSFI's lead in this area, we are nevertheless monitoring Climate risk management, both for regulatory reasons and because we believe there are element of risk we face through Climate Change. Pro-Demnity has identified the key drivers for this risk as follows:

- **Physical risk**, which arises from a changing climate increasing the frequency and severity of wildfires, floods, and precipitation (rain, snow, hail), wind events, and rising water levels, among other things.
- **Transition risk**, which stems from efforts to reduce greenhouse gas (GHG) emissions, energy consumption, and carbon footprint as the economy shifts.
- **Adaptation risk**, which stems from adapting previous ways of designing and constructing to better withstand the "new climate" in which buildings will operate.
- **Liability risk**, which relates to the potential legal responsibility and exposure arising from the risks associated with changed expectations of architects' work and climate-related litigation.

People and Culture

People are, literally, everything at Pro-Demnity: we accomplish nothing but for the energy, enthusiasm, intelligence, experience, and effort of our people. We are a company with a broad range of specializations working together – accountants, architects, lawyers, claims professionals, underwriters, communicators, etc. – and, although we work collaboratively, we also have very specific accountabilities and skills. Our intent with people and culture is simple: to empower people to be their best, to live a balanced and meaningful life, and to have a skilled and high performing team united in the pursuit of our common Cause.

For 2024, we are continuing the work we have begun in the past:

- Employee engagement will continue to be an important focus. We will conduct two employment engagement surveys to help us understand the trend for engagement and to assess the impact of any actions we are taking.
- Update Senior Leadership Accountability framework (last updated 2021), recognizing continued evolution of management team responsibilities.
- Succession, retention, and career development remain challenges for us. Partially this is a function of our size, but we believe there is opportunity in some cross-training and better employee empowerment to encourage people to stay and make a career of Pro-Demnity. There are also improvement opportunities in our on-boarding and off-boarding processes.
- Diversity, Equity, Inclusivity, and Belonging (DEIB) remains a core commitment of management. For 2024 we are working to have more company-wide involvement in the planning of these activities.
- Leadership involvement in relevant associations. We believe this is good for talent development and for developing a broader perspective in approaching decisions at Pro-Demnity.

Project summary

A major effort in 2024 will be our underwriting projects. In total, our estimates of costs for 2023 and 2024 with respect to underwriting are:

- Updated wording: \$232,000 including legal review.
- Pricing – model creation: \$30,000
- Process improvement and technology, including the integration of the pricing model into the system, will cost \$250,000.

Out of the above-mentioned costs, \$250,000 will be classified as a capital expenditure, while \$262,000 will be categorized as an expense. Of the \$262,000, \$142,000 will be incurred in 2023.

Other projects are budgeted to cost \$180,000, including the upgrade of existing systems (Business Central, new Claims, and Internal Legal systems), a website upgrade, and technology replacement and additions.

For initiatives, we have allocated \$100,000, including strengthening the employee value proposition, improving customer experience, digitization, data utilization, internal audit, and the improvement of the policy suite.

Details for projects and initiatives are presented in the table below.

Project/Initiative description	Strategic impact	Examples of outcomes	Internal resources?	External resources?
Underwriting product, pricing, and process	Client Centricity	<ul style="list-style-type: none"> • Improved clarity of coverage for architects and their clients. • Improved clarity of wording for claims settlements. • Better allocation of premium to practices based upon risk profiles. • Improved renewal and premium payment experience for our clients. 	<ul style="list-style-type: none"> • Underwriting • CX • Claims • PMO • Finance 	<ul style="list-style-type: none"> • Product Specialist • Actuary • Legal
Update our underwriting business processes and the technology that supports it.	Strengthened Operations	<ul style="list-style-type: none"> • Move to newer version of our underwriting software. • Remove dependency on M-Files. 	<ul style="list-style-type: none"> • Underwriting • PMO • Finance 	Technology

Project/Initiative description	Strategic impact	Examples of outcomes	Internal resources?	External resources?
Expanded web-based tools	Client Centricity	Enhanced self-serve access: <ul style="list-style-type: none"> • ARMr (Architect Risk Management review). • Ask an Expert (book an appointment to talk to Pro-Demnity). • Architect Notes (shared recording on conversation notes). 	<ul style="list-style-type: none"> • CX • Risk Alliance 	Technology
Continue podcast development	Client Centricity	Season 3, part of our risk education tools.	<ul style="list-style-type: none"> • CX • Risk Alliance 	<ul style="list-style-type: none"> • Marketing • Podcast production
Additional resource to assist managing social media, digital presence.	Client Centricity	Improved timeliness and more robust digital presence.	<ul style="list-style-type: none"> • CX 	
Review of strategies to build better connection with more architects.	Client Centricity	More connections with individual architects, increased influence on individual behaviour.	<ul style="list-style-type: none"> • CX 	<ul style="list-style-type: none"> • Marketing • CX consultant
Closed loop process for client feedback.	Client Centricity	Better Client Experience. Ensuring we listen and that the client knows what we are doing with their feedback.	<ul style="list-style-type: none"> • CX • Underwriting • Claims • Finance • Risk Alliance 	<ul style="list-style-type: none"> • CX consultant
Develop a digitization strategy and initiate plan implementation if deemed appropriate.	Strengthened Operations	Improve accessibility of historical documents, reduction in physical storage required, clear guidelines on document retention.	<ul style="list-style-type: none"> • All departments 	<ul style="list-style-type: none"> • Consultant?
Hardening of technology infrastructure.	Strengthened Operations	Improved Cyber security.	<ul style="list-style-type: none"> • Technology & all departments 	<ul style="list-style-type: none"> • Technology partners
Conduct external claims invoice review process.	Strengthened Operations	Decide regarding the continued outsourcing, including the potential discontinuation of Brightflag services.	<ul style="list-style-type: none"> • Claims • Finance 	<ul style="list-style-type: none"> • Brightflag

Project/Initiative description	Strategic impact	Examples of outcomes	Internal resources?	External resources?
Updating website to Web Content Accessibility Guidelines (WCAG) 2.0 AA.	Strengthened Operations	Improved website accessibility. Improved Client Experience.	<ul style="list-style-type: none"> • CX 	<ul style="list-style-type: none"> • Marketing • Technology
Improve of operational Risk Controls (ERM Framework).	Strengthened Operations	Improved ERM confidence, reduction in overall Residual Risk levels.	<ul style="list-style-type: none"> • All departments 	
Update key policies (begun in 2023)	Financial Sustainability & Growth	Improved governance and management insight into risk and opportunities.	<ul style="list-style-type: none"> • Finance • HR • CX 	
Conduct two employment engagement surveys.	People & Culture	Asses the trend for engagement and the impact of any actions we are taking.	<ul style="list-style-type: none"> • HR 	<ul style="list-style-type: none"> • Gallup
Improved data analysis and reporting	Financial Sustainability & Growth	Improved management insight into risk and opportunities.	<ul style="list-style-type: none"> • Finance • Claims • Underwriting 	
Enhance cross-training and empower our employees more effectively.	People & Culture	Improved succession and retention practices, encouraging people to build long-lasting careers at Pro-Demnity	<ul style="list-style-type: none"> • HR • Leadership Team 	
Improved opportunities in our on-boarding and off-boarding processes.	People & Culture	Improved initial experiences to improve overall engagement. Better understanding of company policies and practice (supports development of culture).	<ul style="list-style-type: none"> • HR • Leadership Team 	
Continued Diversity, Equity, Inclusivity, and Belonging (DEIB) activities.	People & Culture	More company-wide involvement in the planning of these activities.	<ul style="list-style-type: none"> • Leadership Team • All staff 	
Leadership involvement in relevant associations.	People & Culture	Talent development Broadened perspective in approaching decisions.	<ul style="list-style-type: none"> • Leadership team 	

Project/Initiative description	Strategic impact	Examples of outcomes	Internal resources?	External resources?
		Better awareness of the world we function within.		

5.3. Projected Income Statement for 2022-2028

Pro-Demnity Insurance Company
Statement of Income (in \$000's)

	2022 actual restated	2023 plan	2023 forecast	2024 plan	2025 plan	2026 plan	2027 plan	2028 plan
Insurance Revenue (premiums)	43,274	46,180	47,067	52,799	57,777	61,523	64,766	68,004
Service Charges	16	26	17	18	18	19	20	21
Overhead Chargers	616	656	667	687	714	750	787	827
Insurance Revenue	43,906	46,862	47,751	53,503	58,510	62,292	65,573	68,852
Insurance service expense - Claims before finance income/expense reclass to investment income	16,567	23,082	19,769	27,696	29,748	31,170	32,937	34,673
Finance income/expense reclass to investment income	822	-3,910	-2,185	-4,688	-5,101	-6,028	-6,665	-7,336
Insurance service expense - Claims	17,389	19,172	17,584	23,008	24,647	25,142	26,271	27,337
Insurance service expense - Premium Tax	1,338	1,443	1,479	1,653	1,794	1,891	1,986	2,085
Insurance service expense - Insurance Expenses	6,111	5,885	5,172	6,048	6,350	6,668	7,001	7,351
Insurance service expense - Expenses	7,449	7,328	6,651	7,701	8,145	8,559	8,987	9,437
Insurance service expense	24,838	26,500	24,235	30,710	32,792	33,701	35,259	36,773
Insurance service result before reinsurance contracts held	19,068	20,362	23,515	22,793	25,718	28,591	30,315	32,079
Allocation of reinsurance premiums	19,511	20,820	20,789	22,958	25,140	26,832	28,257	29,670
Amounts recoverable from reinsurers for incurred claims before finance income/expense reclass to investment income	6,023	6,006	4,844	7,220	7,690	8,071	8,578	9,092
Finance income/expense reclass to investment income	318	-1,188	-551	-1,375	-1,515	-1,720	-1,905	-2,101
Amounts recoverable from reinsurers for incurred claims	6,341	4,818	4,293	5,845	6,175	6,351	6,673	6,991
Amounts recoverable from reinsurers for incurred Profit Comm's	856	300	969	500	400	300	300	300
Amounts recoverable from reinsurers	7,197	5,118	5,262	6,345	6,575	6,651	6,973	7,291
Net expenses from reinsurance contracts held	12,314	15,702	15,527	16,612	18,565	20,180	21,285	22,379
Insurance service result	6,754	4,660	7,988	6,181	7,153	8,410	9,030	9,699
Investment Operations								
Investment Income	2,163	2,596	3,085	3,713	4,341	4,946	5,663	6,320
Realized and Unrealized Gains (Losses)	-1,233	0	-636	0	0	0	0	0
Investment Expenses	268	272	266	299	314	330	346	364
Investment Return	662	2,324	2,183	3,414	4,027	4,616	5,317	5,956
Finance income/expense from insurance contracts	822	-3,910	-2,185	-4,688	-5,101	-6,028	-6,665	-7,336
Finance income/expense from reinsurance contracts	-318	1,188	551	1,375	1,515	1,720	1,905	2,101
Net Investment Result	1,166	-398	549	101	441	308	556	721
Other income and expense								
Other income	824	1,010	1,203	1,349	1,464	1,543	1,619	1,700
General expenses	-957	-996	-1,786	-2,010	-2,181	-2,299	-2,414	-2,535
Net other income and expenses	-133	14	-583	-661	-717	-757	-795	-835
Net Income (Loss) before Taxes	7,787	4,276	7,954	5,621	6,876	7,962	8,791	9,585
Total Income Taxes	2,060	1,032	2,037	1,385	1,708	1,990	2,203	2,408
Net Income/(Loss) after tax	5,727	3,244	5,918	4,235	5,169	5,972	6,588	7,177
Gross Written Premiums	44,614	48,113	49,344	55,114	59,808	63,050	66,202	69,512
Ceded Written Premiums	20,266	21,660	21,712	24,112	26,178	27,601	28,982	30,431
Gross Premiums growth	7.8%	7.8%	10.6%	11.7%	8.5%	5.4%	5.0%	5.0%
Ceded Premiums growth	6.5%	6.9%	7.1%	11.1%	8.6%	5.4%	5.0%	5.0%
Loss ratio	43.2%	65.6%	55.4%	67.0%	66.1%	65.1%	65.3%	65.3%
Expense ratio	30.9%	30.8%	27.7%	30.2%	29.7%	29.8%	29.8%	29.8%
Combined Operating ratio	74.2%	96.4%	83.1%	97.2%	95.8%	94.9%	95.0%	95.1%
Ceded to Gross	45%	45%	44%	44%	44%	44%	44%	44%
Gross Loss Ratio	38.3%	50.0%	42.0%	51.5%	50.5%	49.7%	49.9%	50.0%
Ceded Loss Ratio	30.9%	28.8%	23.3%	30.5%	29.6%	29.1%	29.4%	29.6%

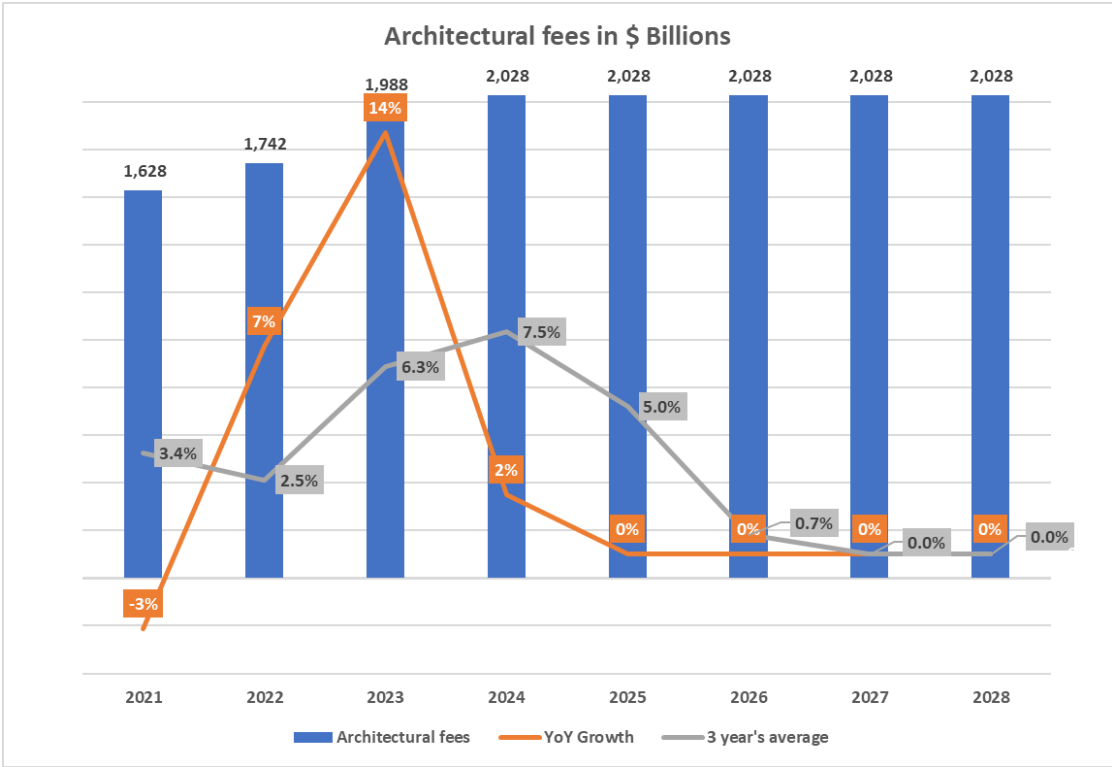
Gross Written Premiums

Our revenue projection includes the following key assumptions.

- Reported annual fees for the rest of 2023 and for 2024 assumed to increase by 2% compared to the same period of last year. This resulted in the 3-year average to increase to 7.5% for 2024 being the key drive in the growth of premiums in 2024.
- 3.0% rate increases.
- A consistent split of business in terms of limits purchased, both mandatory and optional.
- Consistent trends in new practices and Spike-Up purchases. These both have limited short-term impact on our premiums.

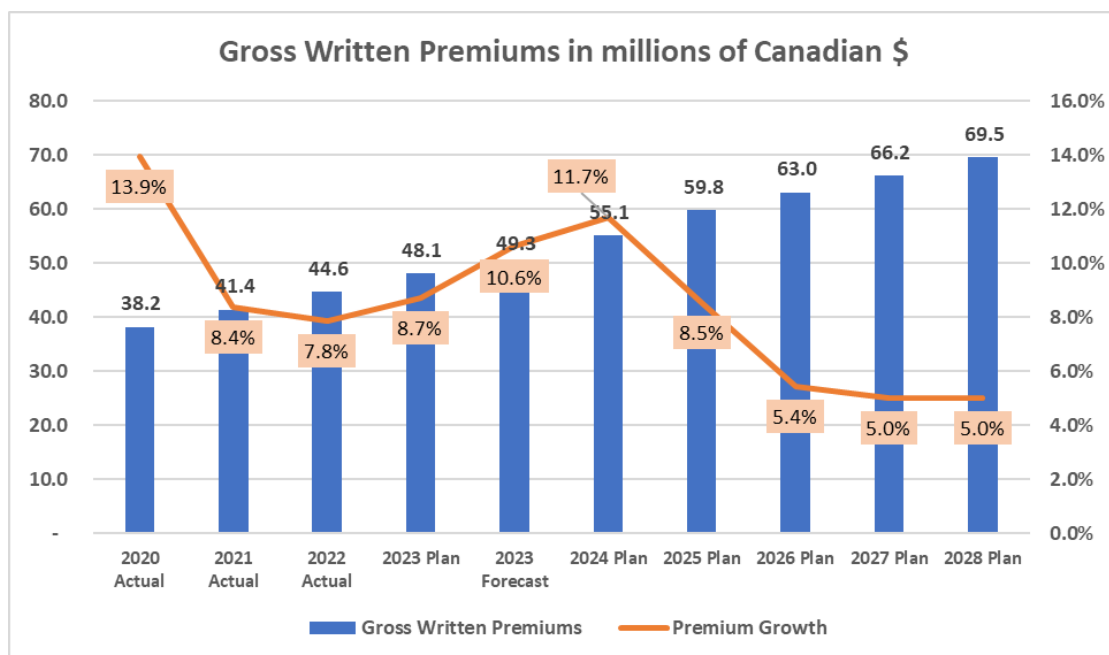
Our premium calculation uses architectural fees as a measure of risk insured by the Company. Premiums are a product of architectural fees and our rate.

The chart below summarizes the actual (2021 & 2022) and projected (2023-2028) architectural fees.



These architectural fee projections, combined with our planned rate increases, produce our Gross Written Premiums.

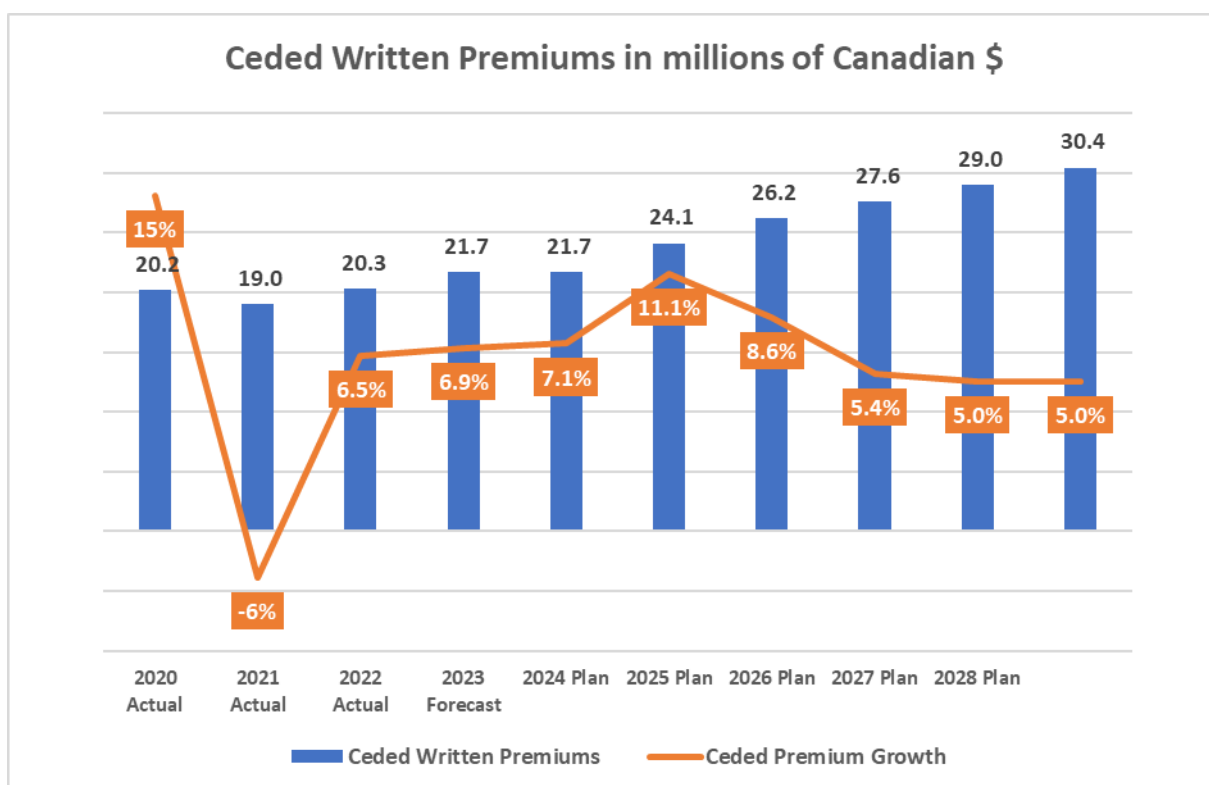
A summary of the actual gross written premiums for the 2020-2022 financial years along with the 2023 forecast and plan for 2023 to 2028 is presented in the table below.



Ceded Premiums

The key assumptions for the ceded premiums include:

- The reinsurance structure remains unchanged compared to 2023 (the reinsurance attachment points, handling fees %, and ceded commissions % in PDII books remain unchanged).
- A 3% increase in the cost of Excess of Loss treaty, which is consistent with our plan assumption of the rate increase of 3% and with our historical approach.
- The cost of our Clash is a function of increase in 2024 premiums.
- The ceded-to-gross premium ratio is planned to be consistent with through the planning period from 2024 to 2028 at 44% (2023 forecast – 44.0%).



Insurance Services Expenses – Claims

The loss ratio is planned to be slightly higher than the loss ratio reported in the 2022 FCT actuarial report, which was 65.3%. A small increase in the planned loss ratio is attributable to a lower planned rate increase than assumed in the FCT¹⁸ and increased allocation of expenses to claims for risk management, senior management, and finance support.

Despite the strong current year result, we see no indications that the fundamentals of our business have significantly changed:

- As the economy remains stagnant, the attractiveness of litigation to recover money will increase.
- The social and economic inflationary impacts on the legal and construction sectors, the sectors that most affect our claims costs, continue at a pace well above CPI.
- Despite expanding our internal legal team and assigning new claims internally when suitable, most of our existing claims are older and complex, still managed by external counsel.

Therefore, we have projected a return to historical loss ratio levels.

We will be continuing our active management of claims files with a focus on reducing costs where feasible. Actions initiated over the past three years will continue:

Claims Management (all claims)

- Proactive and timely management of claims files by Claims Specialists.
- Consistent reserving process.
- Timely closing of claims files.
- Improved claims management system.
- Claims handling fees (risk-free income of 3% from reinsurance premiums)
- Assertive management of claims vendors.
- Strengthened claims analytics.

Internal Legal (as meets our Guidelines)

- Internalization of legal function as appropriate based on Litigation Strategy and Guidelines.
- Expansion of team to increase capacity.
- Legal management system upgraded.

Operating Expenses

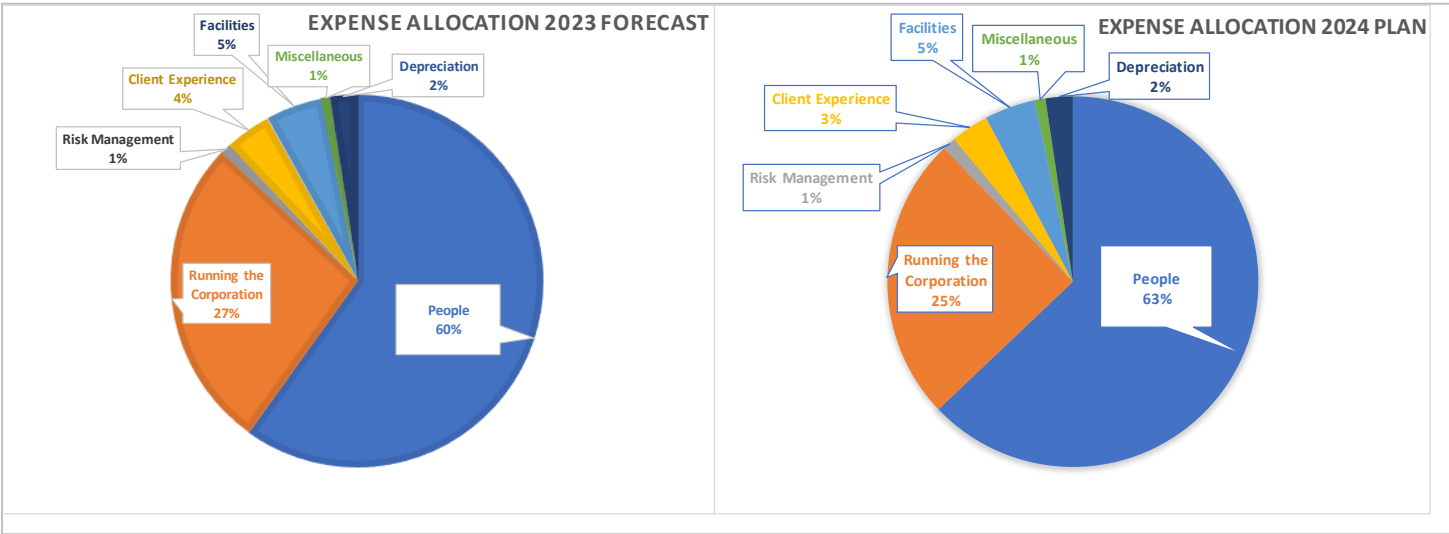
The 2023 forecast for operating expenses before allocation to claims is \$9.1m (compared to the plan of \$9.0m), with savings in employee costs (\$0.3m) offset by higher-than-planned expenses, including board consulting costs (\$0.1m), other consulting costs for project management, HR, and policy wording review (\$0.2m), and an increase in IT-related costs (\$0.2m).

For the year 2024, the operating expenses before allocation to claims are planned at \$10.6m, which is 16.9% higher than in 2023 primarily driven by a \$1.2m increase in employee expenses primarily due to four additional headcounts¹⁹ (\$0.8m) and the inflation increases (3.3% inflation for employee salary and 5%-7% for other expenses). After allocation to claims, general expenses are planned at \$8.1m (2023 forecast - \$7.0m).

¹⁸ 3% used in Business Plan versus 5% assumed in FCT.

¹⁹ One claims specialist, one lawyer, one architect, one CX assistant.

The allocation of expenses by category for both 2023 Forecast and 2024 Plan are presented in the charts below.



Reduction in Expense Ratio

Pro-Demnity's goal is to manage expenses to ensure a stable expense ratio during the planning period, slightly below the expense ratio planned for the previous year. The net expense ratio is estimated to be in the range of 30.2%, decreasing to 29.8%. The increased expense pool, primarily driven by an increase in employee-related costs due to an increase in headcount, will enable Pro-Demnity to achieve its goals and objectives.

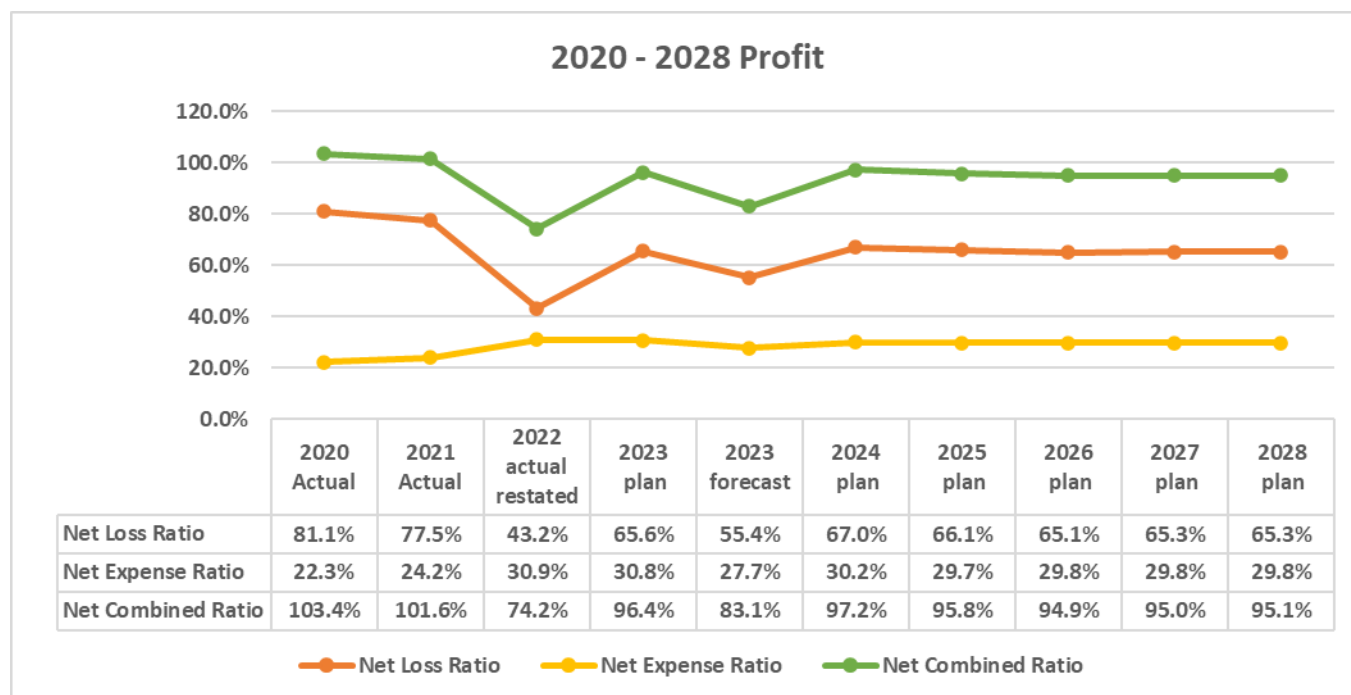
To lower the expense ratio and enhance efficiency, we will pursue the following opportunities:

- Enhance reporting capabilities.
- Project management oversight.
- Review vendor contracts to ensure the best fit and value for services.
- Continue to improve process efficiency through ongoing reviews in key functional areas (Claims, Underwriting, Finance).
- Manage vendor costs, especially technology contractors.
- Leverage new technology (accounting, claims management, and legal systems).
- Enhance the reporting suite.

Other Income

Other income, which is reported below the insurance service result, includes a 5% commission on ceded reinsurance premiums. The funds are attributed to PDII but, as we are reporting to FSRA on a consolidated basis, will be included in the statement of income and will have a positive impact on MCT. Other income is estimated at \$1.2 million in the 2023 forecast and at \$1.3 million in the 2024 plan.

Profitability



There are a couple of key considerations when comparing Profitability numbers over time:

- In 2020, ceded commissions were presented as "ceded commission" (a negative expense). Starting in 2021, ceded commissions are shown as a reduction in ceded premiums. This change impacts the net expense ratio, increasing it from 2021 on.
- The 2022 actuals are restated to comply with IFRS 17, whereas the years 2020 and 2021 are based on the previous IFRS 4 accounting standards.
- In 2021, the lower expense ratio is attributed to a \$1.2 million income from profit commissions. Profit commissions reported in 2022 amounted to \$856K and are forecasted to be \$1.0 million for 2023. The 2024 plan conservatively includes \$500k in profit commissions (2025 - \$500K; 2026-2028 - \$400K).

5.4. Projected Balance Sheet for 2022-2028

Pro-Demnity Balance Sheet for the 2022-28 financial years is as follows.

Pro-Demnity Insurance Company

(in \$000's)	December 31, 2022 Restated	December 31, 2023 Plan Restated for opening balance adj	December 31, 2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
ASSETS								
Cash and Cash Equivalents	13,592	8,437	18,696	22,603	18,828	20,437	21,579	22,078
Investment Income due and accrued	550	483	583	645	731	822	918	1,025
Current Tax Assets	311			0	605	0	0	0
Investments:								
Short Term Investments	2,000	4,590	3,800	1,000	3,500	3,500	3,500	3,500
Bonds and Debentures	82,015	96,328	87,260	96,516	109,376	123,036	137,344	153,343
Preferred Shares				0	0	0	0	0
Common Shares	6,419	8,112	7,400	8,185	9,276	10,434	11,647	13,004
Total Investments	90,434	109,030	98,460	105,701	122,152	136,970	152,491	169,847
Reinsurance Contract Held Assets - AfRC	8,823	8,769	8,769	9,923	10,962	11,731	12,455	13,216
Reinsurance Contract Held Assets AIC	28,647	30,345	30,585	34,484	38,636	42,995	47,627	52,536
Property and Equipment	1,572	1,689	1,647	1,496	1,330	1,188	1,034	891
Deferred Tax Assets			0	0	13	114	120	126
Intangible Assets	494	601	745	746	821	839	871	797
Other Assets	177	50	300	330	347	364	382	401
TOTAL ASSETS	144,600	159,404	159,785	175,928	194,426	215,460	237,477	260,918
LIABILITIES								
Insurance Contract Liabilities - LfRC	11,462	11,583	12,161	13,307	14,486	15,471	16,407	17,415
Insurance Contract Liabilities - LIC	89,663	99,632	95,989	107,760	120,552	133,955	148,117	163,027
Provisions, Accruals and Other Liabilities	2,755	2,675	2,825	3,108	3,418	3,760	4,136	4,550
Current Tax Liabilities		1,353	2,095	862	0	333	288	220
Deferred Tax Liabilities	72	269	149	91	0	0	0	0
Total Liabilities	103,952	115,512	113,219	125,127	138,456	153,518	168,948	185,211
EQUITY								
Shares issued and paid								
Common	20,100	20,100	20,100	20,100	20,100	20,100	20,100	20,100
Preferred	5,007	5,007	5,007	5,007	5,007	5,007	5,007	5,007
Contributed Surplus	2,052	2,052	2,052	2,052	2,052	2,052	2,052	2,052
Retained Earnings	14,262	16,733	19,407	23,642	28,811	34,782	41,370	48,548
AOCI	-773	0	0					
Total Equity	40,648	43,892	46,566	50,801	55,970	61,941	68,529	75,707
TOTAL LIABILITIES AND EQUITY	144,600	159,404	159,785	175,928	194,426	215,460	237,477	260,918

Key assumptions are as follows:

- Insurance reserves are modelled based on Gross and Ceded claims ratios provided by the Appointed Actuary.
- Liability for remaining coverage is modelled on a 12th basis based on expected premium.
- Income tax liability assumes an income tax rate of 26.5%.
- Other balance sheet items are modelled based on an expected continuation of the current level of assets and liabilities after removing exceptional items.

5.5. Capital

	2020 Actual	2021 Actual	2022 Plan	2022 Actual restated	2023 Plan Restated	2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Pro-Demnity											
MCT Ratio	250%	238%	238%	248%	236%	263%	257%	252%	253%	256%	259%
Internal Target	225%	225%	225%	215%	215%	215%	215%	215%	215%	215%	215%

Pro-Demnity's capital position is projected to remain above the internal target of 215% (the minimum required by FSRA is 150%) throughout the planning period. However, compared to the 2023 MCT forecast of 263%, the 2024 planned MCT is expected to decrease by 6 percentage points. This decrease is primarily driven by a projected increase in net unpaid claims of \$7.9 million, resulting in a \$1.9 million increase in the required capital.

The planned MCT of 257% falls within the operating range of 215% to 315%. Given our size and the inherent volatility of a long-tail product like professional liability coverage, we should be aiming for the higher end of the operating range.

The plan anticipates no significant changes in market conditions. The planned investment yield on bonds is 3.0%, and it's 5.0% on overnight investments and short-term GICs. No realized or unrealized gains or losses are included in the plan. While the transition from a low-interest-rate environment to a higher-rate environment presents short-term challenges, it also offers a long-term opportunity to increase investment yield moving forward. The plan calls for an increase in investment yields to 3.55% by the end of the planning period and a decrease to 4.0% for overnight investments and short-term GICs.

Market performance and volatility may impact 2024 results beyond the plan assumptions. The impact on 2024 results from the changes in interest rate will be mitigated through assets liabilities matching, where the impact of interest rate change on bonds will be offset by the impact of the interest rate change on discounting of the insurance liabilities.

Our plan includes approximately \$1.4 million in discretionary spending for projects such as improved underwriting, various initiatives, additional headcount, etc. If our capital position weakens, this spending may be curtailed or eliminated. Fully eliminating this entire discretionary budget would improve the MCT ratio by 5% in 2024. While this is not a preferred course of action and would negatively impact our ability to meet operational goals and objectives, it creates an opportunity to manage the MCT ratio should that be necessary.

Detailed MCT calculations are presented below.

Pro-Demnity Insurance Company

In (\$000's)	2021 Actual	2022 Restated	2023 Plan Restated	2023 Forecast	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan
Total Capital Available (A)	37,374	40,154	43,291	45,821	50,055	55,148	61,102	67,658	74,910
Capital (Margin) Required at Target:									
Subtotal: Insurance risk margin	15,969	17,110	19,556	18,610	20,811	23,171	25,556	28,057	30,679
Subtotal: Market risk margin	4,464	4,065	4,682	4,062	4,653	5,492	6,189	6,917	7,748
Subtotal: Credit risk margin	2,153	1,793	1,957	1,938	2,167	2,412	2,687	2,961	3,257
Operational risk margin	3,429	3,574	3,972	3,869	4,330	4,790	5,193	5,604	6,042
Less: Diversification credit	2,475	2,297	2,608	2,384	2,700	3,102	3,469	3,848	4,268
Total Capital (Margin) Required at Target (B)	23,540	24,245	27,559	26,095	29,261	32,763	36,156	39,691	43,458
Total Minimum Capital (Margin) Required (C=B / 1.5)	15,693	16,164	18,373	17,397	19,507	21,842	24,104	26,461	28,972
Excess Capital (Net Assets Available) over Minimum Capital (Margin) Required (A-C)	21,681	23,990	24,918	28,424	30,548	33,306	36,998	41,197	45,938
MCT Ratio (C as a % of A)	238%	248%	236%	263%	257%	252%	253%	256%	259%

Key assumptions related to our MCT Ratio calculation above are as follows:

- Insurance Risk Charge is projected to move in line with net claims liabilities.
- Market Risk Charge is projected to move in line with an increase in investments.
- Operational Risk Charge is projected to increase in line with Gross Premium Written and is based on the OSFI formula.
- Diversification credit uses the OSFI formula.

Action Plan in Case of MCT Ratio Below Internal Target

Through its capital strategy, the management has developed an action plan to restore the capital position if MCT is expected to fall below its internal target. The key actions include the following:

- Reduce duration of interest rate-sensitive assets (bonds)
- Increase the weight of government and provincial bonds
- Increase the weight of bonds with higher credit rating
- Increase rates by 20%
- Reduce expenses and capital expenditures below the planned level
- Sell equities from our investment portfolio
- Raise additional capital

None of these management actions are included in the plan, as our plan does not indicate an MCT below our Internal Target. The MCT ratio improvement is primarily driven by profitable growth, increasing retained earnings, which positively impacts the available capital, a key component of the MCT ratio.

5.6. Scenario analysis

We have reviewed multiple scenarios and assessed how changing assumptions can impact profitability and capital strength. Below, we present a summary of five scenarios that examine changes in premium assumptions and their impact on key ratios and MCT.

Scenario 1 assumes a 5% rate increase for all years in the planning period. This results in an improved NCOR (Net Combined Operating Ratio) of 2%, reducing to 0.8% at the end of the planning period, aligning with our plan, which calls for a 5% increase in the last three years to close the gap between the plan and this scenario. MCT is higher in this scenario compared to the plan by 2-4%.

Scenario 2 assumes a 0% rate increase for all years in the planning period. This results in an NCOR exceeding 100%, with MCT decreasing significantly from 254% in 2024 to 236% in 2028.

Scenario 3 assumes no change in the rate increase from the plan but a 2% decrease in architectural fees each year during the planning period. As a result, NCOR increases from 0.1% to 2.8%, while MCT decreases by 5.0% at the end of the planning period.

Scenario 4 assumes a 5% rate increase for all years and a 2% decrease in architectural fees each year during the planning period. As a result, NCOR slightly outperforms the plan in 2024 and 2025 due to higher-than-planned rate increases in those two years. However, it exceeds the plan thereafter, with NCOR being 2.0% points higher than the plan at the end of the planning period. Similarly, MCT performs better than planned at the beginning of the planning period but falls below the plan by the end of the period.

Scenario 5 assumes a zero-rate increase for the planning period and a 2% decrease in architectural fees each year. This represents the worst-case scenario, combining no rate increases with lower fees. Consequently, NCOR exceeds 100% in all years of the planning period, reaching 109.5% in 2028. MCT declines by 2.8% points in 2024 and by 30.0% in 2028 and falls below the internal target starting in 2027.

Plan Scenario Analysis

Scenarios

Plan	Gross premiums					
	2024		2025		2026	
	2027		2028			
Plan	Fee increases	2%	0%	0%	0%	0%
	Rate increase	3%	4%	5%	5%	5%
	KPIs	2024 plan	2025 plan	2026 plan	2027 plan	2028 plan
	Insurance Revenue	53,503	58,510	62,292	65,573	68,852
	Net income	4,235	5,169	5,972	6,588	7,177
	Net loss ratio	67.0%	66.1%	65.1%	65.3%	65.3%
	Net expense ratio	30.2%	29.7%	29.8%	29.8%	29.8%
Scenario 1	Net combined ratio	97.2%	95.8%	94.9%	95.0%	95.1%
	MCT	257%	252%	253%	256%	259%
	Fee increases	2%	0%	0%	0%	0%
	Rate increase	5%	5%	5%	5%	5%
	Insurance Revenue	53,849	59,797	64,091	67,489	70,864
	Net income	4,707	5,598	6,254	6,887	7,488
	Net loss ratio	65.2%	65.0%	65.0%	65.1%	65.1%
Scenario 2	Net expense ratio	30.0%	29.3%	29.2%	29.2%	29.2%
	Net combined ratio	95.2%	94.3%	94.1%	94.2%	94.3%
	MCT	259%	256%	257%	259%	263%
	Fee increases	2%	0%	0%	0%	0%
	Rate increase	0%	0%	0%	0%	0%
	Insurance Revenue	52,984	56,140	57,322	57,489	57,489
	Net income	3,528	3,925	4,077	4,242	4,368
Scenario 3	Net loss ratio	69.9%	70.2%	70.6%	71.1%	71.5%
	Net expense ratio	30.4%	30.5%	31.3%	32.2%	33.3%
	Net combined ratio	100.3%	100.7%	101.9%	103.4%	104.8%
	MCT	254%	245%	241%	238%	236%
	Fee increases	0%	-2%	-2%	-2%	-2%
	Rate increase	3%	4%	5%	5%	5%
	Insurance Revenue	53,296	57,694	60,414	62,349	64,174
Scenario 4	Net income	4,200	4,789	5,428	5,850	6,234
	Net loss ratio	67.1%	67.3%	66.4%	66.7%	66.8%
	Net expense ratio	30.2%	30.0%	30.3%	30.6%	31.0%
	Net combined ratio	97.3%	97.3%	96.7%	97.3%	97.9%
	MCT	257%	251%	251%	252%	254%
	Fee increases	0%	-2%	-2%	-2%	-2%
	Rate increase	5%	5%	5%	5%	5%
Scenario 5	Insurance Revenue	53,639	58,962	62,159	64,171	66,049
	Net income	4,672	5,210	5,694	6,127	6,516
	Net loss ratio	65.2%	66.2%	66.2%	66.5%	66.6%
	Net expense ratio	30.1%	29.5%	29.7%	30.0%	30.4%
	Net combined ratio	95.3%	95.7%	95.9%	96.5%	97.0%
	MCT	259%	254%	255%	256%	258%
	Fee increases	0%	-2%	-2%	-2%	-2%
Scenario 6	Rate increase	0%	0%	0%	0%	0%
	Insurance Revenue	52,781	55,362	55,601	54,670	53,591
	Net income	3,494	3,563	3,594	3,352	3,314
	Net loss ratio	69.9%	71.4%	72.0%	73.9%	74.7%
	Net expense ratio	30.5%	30.7%	31.9%	33.2%	34.8%
	Net combined ratio	100.4%	102.2%	103.9%	107.2%	109.5%
	MCT	254%	244%	239%	234%	229%

Variance to plan

2024					
2025					
2026					
2027					
2028					
Fee increases	0%	0%	0%	0%	0%
Rate increase	2%	1%	0%	0%	0%
Insurance Revenue	346	1,288	1,799	1,916	2,012
Net income	471	429	282	299	311
Net loss ratio	-1.9%	-1.1%	-0.2%	-0.2%	-0.2%
Net expense ratio	-0.1%	-0.4%	-0.6%	-0.6%	-0.6%
Net combined ratio	-2.0%	-1.5%	-0.8%	-0.8%	-0.8%
MCT	2.0%	3.0%	3.3%	3.7%	4.0%
Fee increases	0%	0%	0%	0%	0%
Rate increase	-3%	-4%	-5%	-5%	-5%
Insurance Revenue	-519	-2,370	-4,970	-8,084	-11,362
Net income	-707	-1,243	-1,894	-2,346	-2,809
Net loss ratio	2.9%	4.1%	5.5%	5.8%	6.2%
Net expense ratio	0.2%	0.7%	1.5%	2.5%	3.5%
Net combined ratio	3.1%	4.9%	7.0%	8.3%	9.7%
MCT	-3.0%	-7.0%	-12.2%	-17.4%	-22.7%
Fee increases	-2%	-2%	-2%	-2%	-2%
Rate increase	0%	0%	0%	0%	0%
Insurance Revenue	-207	-816	-1,878	-3,224	-4,678
Net income	-35	-379	-544	-738	-943
Net loss ratio	0.0%	1.2%	1.3%	1.4%	1.5%
Net expense ratio	0.1%	0.2%	0.5%	0.9%	1.3%
Net combined ratio	0.1%	1.4%	1.8%	2.3%	2.8%
MCT	0.2%	-1.1%	-2.2%	-3.5%	-5.0%
Fee increases	-2%	-2%	-2%	-2%	-2%
Rate increase	2%	1%	0%	0%	0%
Insurance Revenue	136	-835	-1,933	-3,318	-4,814
Net income	436	-387	-560	-760	-972
Net loss ratio	-1.9%	0.1%	1.1%	1.2%	1.3%
Net expense ratio	-0.1%	-0.2%	-0.1%	0.2%	0.6%
Net combined ratio	-1.9%	-0.1%	1.0%	1.5%	2.0%
MCT	2.3%	2.0%	1.1%	0.2%	-1.0%
Fee increases	-2%	-2%	-2%	-2%	-2%
Rate increase	-3%	-4%	-5%	-5%	-5%
Insurance Revenue	-722	-3,148	-6,691	-10,903	-15,261
Net income	-742	-1,605	-2,377	-3,235	-3,864
Net loss ratio	2.9%	5.3%	6.9%	8.7%	9.4%
Net expense ratio	0.3%	1.0%	2.1%	3.5%	5.0%
Net combined ratio	3.2%	6.3%	9.0%	12.1%	14.4%
MCT	-2.8%	-8.0%	-14.3%	-22.1%	-30.0%

Appendix 1 – Key Risks to Plan

- **Reduction in Architectural Fees:** Will negatively impact our gross written premiums.
- **Inflation:** Higher than planned inflation would negatively impacting incurred claims and expenses.
- **Claims Severity and Frequency:** Unexpected increases may reduce profitability, weakening capital and Retained Earnings.
- **Reinsurance Management:** Risk of higher costs or forced attachment point changes, impacting results. Failure to place reinsurance would require us to reduce all coverages to their mandatory level and could cause MCT to fall below our Internal target (and/or cause our Internal Target to increase).
- **Market Volatility:** Reducing the value of equities in the investment portfolio.
- **Interest Rate Hikes:** May result in investment losses.
- **Claims Lifecycle:** Longer-than-expected claims settlement timelines may pressure the MCT ratio.
- **Climate Change:** Its impact remains an un-quantified risk to Pro-Demnity. Management has identified the key drivers for this risk as follows:
 - **Physical risk**, which arises from a changing climate increasing the frequency and severity of wildfires, floods, and precipitation (rain, snow, hail), wind events, and rising water levels, among other things.
 - **Transition risk**, which stems from efforts to reduce greenhouse gas (GHG) emissions, energy consumption, and carbon footprint as the economy shifts.
 - **Adaptation risk**, which stems from adapting previous ways of designing and constructing to better withstand the “new climate” in which buildings will operate.
 - **Liability risk**, which relates to the potential legal responsibility and exposure arising from the risks associated with changed expectations of architects’ work and climate-related litigation.
- **Climate Change Reporting:** Potential adjustments to plans if FSRA implements guidelines similar to OSFI.
- **ARIDO:** Unknown timing; plans may need to be adjusted with shorter notice.
- **Retention & Recruitment:** Attracting and retaining skilled employees is vital for implementing plans effectively.

Appendix 2 – Recent Media

Why P&C execs predict 2024 will look similar to 2023²⁰

HOME > WHY PC EXECS PREDICT 2024 WILL LOOK SIMILAR TO 2023

ADVANTAGE DAILY: CANADIAN HEADLINES FROM CANADIAN UNDERWRITER - OCTOBER 23, 2023

Why P&C execs predict 2024 will look similar to 2023

Thanks to economic instability due to inflation and geopolitical conflict, Canadian P&C insurers predict 2024 could look much like 2023, in terms of lingering hard market conditions.

"If we look at the economy...I would say that each year, whatever happens is pretty much not what we thought what would happen," Gore Mutual Insurance president and CEO Andy Taylor said at IBAOcon'23, held in Toronto last Thursday. "You head into the year and it turns out to be completely different....

"If I look at next year, unfortunately, the trends are still worrying. It seems like every day, things are getting worse around the world, not better. If you think about inflation, and how that's putting pressure on industry, I think we can continue to see that next year....2024 is not going to be an easy year from our point of view."

As bankers battle to bring Canada's 3.8% inflation rate down to their 2% target, insurers are seeing 30% inflation rates on auto pricing, replacement parts, and building supplies. And that's driving up claims costs, said Heather Masterson, president and CEO of Travelers Canada.

"When we see rise of inflation, we absolutely see it impact our loss costs," Masterson said at the Insurance Broker Association of Ontario (IBAO)'s annual CEO panel. "And then in turn, we are seeing the impact on premiums.

"We always need to stay ahead of our loss costs. If you take a look at a couple of examples — things that have happened in terms of inflation over the last four years — the Number 1-selling vehicle in Canada happens to be a Honda Civic. So in 2019, a Honda Civic cost between \$22,000 and \$23,000. If you went to buy a similar model, but a 2023 model, for a Honda Civic, you're now going to pay anywhere between \$28,000 and \$29,000 So what that shows you is a 30% inflation increase.

"Let's take a one gallon can of paint. In 2019, that can of paint cost \$53. Today, the same can of paint costs \$69. Again, a 30% increase.

"So if we look back over the last four years, it's no surprise that our loss costs have been trending up around 30-plus percent. So we're trying to keep pace. We need to keep pace."

Geopolitical conflict in Ukraine and now in the Middle East is also a factor in driving up oil prices, potentially making inflation worse, said Masterson. "We've got a lot of geopolitical unrest," she said. "And that impacts inflation. It impacts energy [pricing]. It creates volatility. And that's something that we're going to have to watch."

²⁰ [IIC - Why PC execs predict 2024 will look similar to 2023 \(insuranceinstitute.ca\)](https://www.insuranceinstitute.ca/news/why-pc-execs-predict-2024-will-look-similar-to-2023), Accessed October 24, 2023

Louis Gagnon, president and CEO of Intact Insurance, called the geopolitical situation in the world right now “very, very concerning.” He said the war in Ukraine, the conflict in Middle East, and the 2024 U.S. election “are probably the three things that could send a curveball to the economy, to world stability.” Inflation doesn’t just have an economic impact, Gagnon said. It also frames consumers’ expectations around insurance pricing.

For example, when banks try to curb inflation, their tool is to raise the cost of borrowing money. That means higher interest rates on bank loans such as mortgages. The theory is that higher cost of debt will dampen consumer spending.

But if consumers are having trouble making ends meet in a tough economy, they will be looking for a break on their insurance costs. And that in turn, that puts pressure on insurers seeking higher rates to make up for their inflated loss costs.

Brokers will be under pressure to educate the public on how the insurance product is priced.

“Inflation, for sure it [increases] our [claims] costs,” Gagnon said. “But at the same time, it creates consumer resentment towards [the higher price of] all sorts of goods [such as insurance]. We saw the federal government trying to control grocery bill [costs]. And we see there’s a lot of attention to the cost of living, trying to make sure that companies are good citizens, that they are socially responsible.”

Such attention will likely intensify over the next year or two, Gagnon cautioned. That’s because the full impact of the interest rate increases may not have affected consumers’ mortgage payments yet.

“I would say in this year, not many people have renewed their mortgages at 7%,” Gagnon observed. “They’re still paying 2% or 2.5% on their [fixed rate] mortgage. [The change] is coming in 2024, 2025, and 2026.

“I think that’s going to put a lot of pressure on us and on brokers to discuss [the impact] with people, to try to find [an insurance] solution, and to make sure we understand how we can help these folks.”

Insurance Marketplace Realities 2023 Spring Update – Architects and engineers April 28, 2023²¹

Adverse severity claim trends reported by most professional liability (PL) carriers continue without any signs of improvement. Social inflation is being cited as the primary driver.

Rate predictions:

Architects and engineers	Trend	Range
Professional liability	Increase	+5% to +15%
Project specific professional liability	Increase	+25% or more
General liability/package	Neutral/increase	Flat to +5%
Auto	Increase	+5% to +15%
WC	Neutral/increase	Flat to +5%
Umbrella	Increase	+5% to +15%
Management liability	Neutral/increase	Flat to +10%
Cyber	Increase	+5% to +25%

²¹ [IMR Spring Update 2023 – Architects and engineers - WTW \(wtwco.com\)](#). Accessed October 3, 2023.

Key takeaway: Adverse severity claim trends reported by most professional liability (PL) carriers continue without any signs of improvement. Social inflation is being cited as the primary driver. PL claims are taking longer and costing more to resolve. Depending on area of practice, project types and loss history, firms can expect PL rate increases in the 5% to 15% range. Firms may also feel pressure to take on higher deductibles and self-insured retentions. In addition, some PL carriers have reduced their available capacity to as low as \$5 million limits, resulting in the need for some design firms to look to excess markets to meet their higher limit requirements — which come at additional cost.

Continued volatility in the A&E professional liability marketplace is expected in 2023, most notably in the form of rate increases, capacity constraints and a reduction in PL carrier's appetite for specific risks.

- While some A&E PL insurers are indicating premium increases across their entire book of business to offset claim severity trends, certain insurers are taking a strategic underwriting approach that will target high-risk projects or specific market segments. Third-party bodily injury claims on large infrastructure projects remain a difficult risk to manage, and some carriers have reduced their appetite for risks that take on these exposures.
- While restriction in capacity was limited to select insurers in 2022, additional carriers are starting to follow suit to limit their exposure to increased claim severity trends. Most carriers are offering A&E PL limits up to \$5 million; however, the number of carriers providing coverage up to \$10 million is limited. Decreased capacity has created a need for additional limits through excess carriers at an additional cost.
- Firms can expect an increase in cost to insure single projects by securing specific job excess (SJX) coverage and/or project specific professional liability (PSPL). Consult with your insurance broker to determine all options and potential costs well in advance of start of construction.
- Some A&E PL insurers are concerned about the constriction in the PSPL market on large projects as a result of increased claim activity surrounding design-build exposures — specifically public infrastructure projects with fixed price contracts and third-party BI exposures. In the event PSPL coverage is not available or is cost prohibitive, these project exposures would bring heightened exposures to the A&E PL insurers' underlying PL policies.
- Design firms can expect a greater level of underwriter scrutiny to continue. Firms can expect underwriters to look closely at their commitment to specific risk management practices, including negotiation of fair and insurable contracts and education of their staff on managing A&E PL-related risks.

Claim severity trends continue and are the primary driver for rate increases in 2023. Insurers note social inflation, including rising claim costs, a backlog of litigation, length of time to settle, supply chain disruptions and the rise in bodily injury claims as primary factors.

- For more information, the WTW A&E Professional Liability Carrier Survey Report on emerging claim trends and risks in the design profession is based on an extensive survey of senior claim managers from eleven leading A&E PL carriers.
- Claim severity continues in 2023. Social inflation continues to be recognized as a leading contributor to the increase in claim severity fueled by aggressive plaintiffs' bar and concerning trend of litigation financing.
- The cost and time to settle a PL claim are increasing, with most noting it takes on average two to three years or more to settle a matter.
- Third-party bodily injury claims and design-build/alternative project delivery are the two leading factors behind a continuing trend of severity claims on roads and highway/infrastructure projects.
- Design firms need to maintain a strong focus on risk management. WTW A&E has created several risk management education programs to help our clients address these emerging risks and

minimize their exposure to costly claims and client disputes, including our Four Cornerstones webinar and OnDemand programs, which will be included as a four-part series for ACEC in 2023.

- For more information on our WTW A&E education offerings, please visit the WTW A&E Education Center on our website where you can find webinars, OnDemand programs or view our education offerings, including our Talk To Me About A&E podcast.

The A&E cyber insurance market sees signs of relief.

- While the cyber market is still in its infancy, the large rate increases that were driven by high claim frequency and severity have started to stabilize.
- The continued claim activity has kept underwriting scrutiny high; however, firms with proper protocols in place have seen favorable renewals.
- Start the renewal process early and review underwriting trends with your broker to ensure you have the proper protocols in place.
- To help our clients manage the evolving risks associated with cyber liability, WTW A&E has created a Cyber Risk Resource Center to provide thought leadership to the design community and help you stay in front of these emerging risks.

Disclaimer

Willis Towers Watson hopes you found the general information provided in this publication informative and helpful. The information contained herein is not intended to constitute legal or other professional advice and should not be relied upon in lieu of consultation with your own legal advisors. In the event you would like more information regarding your insurance coverage, please do not hesitate to reach out to us. In North America, Willis Towers Watson offers insurance products through licensed entities, including Willis Towers Watson Northeast, Inc. (in the United States) and Willis Canada Inc. (in Canada).

Memorandum

To: Council

Settimo Vilardi	Loloa Alkasawat
J. William Birdsell	Jim Buttici
Kimberly Fawcett-Smith	Christina Karney
Natasha Krickhan	Michelle Longlade
Lara McKendrick	Elaine Mintz
Greg Redden	Anna Richter
Kristiana Schuhmann	Susan Speigel
Edward (Ted) Watson	William (Ted) Wilson
Thomas Yeung	Marek Zawadzki

FOR COUNCIL MEETING

January 18, 2024

(open)

ITEM: 6.5.a

From: Governance Committee

William (Ted) Wilson, SVP & Treasurer, Chair
Susan Speigel, Immediate Past President
Michelle Longlade, LGIC

Settimo Vilardi, President
Elaine Mintz, LGIC

Date: January 5, 2024

Subject: Update from OAA Governance Committee

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

The Governance Committee met on December 4, 2023 and January 4, 2024.

The following items of note were discussed by the Committee:

Review of Governance Reforms and composition of Executive Committee.

The Committee reviewed the outcomes from governance reforms implemented in 2023 which were a direct result of the 2022 Governance Review. The Committee considered a clarification regarding the composition of the Executive Committee, which is covered under a separate agenda item.

Council Appointments to OAA Committees for 2024

Each year, the OAA Governance Committee is tasked with the responsibility of working with the Executive Director to make the Councillor assignments to OAA committees. In keeping with governance reforms that were made last year, all attempts are made to minimize the workload for Council members by limiting the number of Council members on each committee, unless otherwise set out in the terms of reference of a committee.

The Committee reviewed the indications of interest received from members of Council regarding committee assignments for the year. The committee assignments will be finalized after the January Council Meeting pending the election of officers and distributed to Council and staff accordingly.

Review of Council meetings per year

The Committee reflected on the number of Council meetings per year as well as the coupling of the planning session with the January Council meeting. After discussion, it was agreed that the number of Council meetings per year is appropriate and effective. The Committee will review the combining of the planning session with the Council meeting to determine if that is an appropriate approach for the future.

Update re. Amendments to *Architects Act* and Review of Amendments to Regulation 27 re. Licensed Technologists

The Committee reviewed the MPP Briefing Note that had been distributed prior to the holiday break regarding Bill 157 and the amendments to the *Architects Act* to recognize limited licenses. The OAA is currently preparing its submission to the Standing Committee and had made application to appear before the Committee in February.

EDI Firms' Roundtable -- Draft Report

The Committee reviewed the draft report. See separate agenda item and memorandum in this Council package.

HR and Multi-year Roadmap for Workforce Planning:

As an ongoing agenda item, OAA Manager, Human Resources, Kathy Armbrust presented updates on recent activities. This roadmap continues to address multiple recommendations from the Operational Review/Plan.

2024 Work Plan

A draft of the 2024 work plan for the Governance Committee was reviewed.

Action

None. For information only.

Attachments

None

Memorandum

To: Council

Settimo Vilardi	Loloa Alkasawat
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Lara McKendrick	Elaine Mintz
Greg Redden	Anna Richter
Kristiana Schuhmann	Susan Spiegel
Edward (Ted) Watson	William (Ted) Wilson
Thomas Yeung	Marek Zawadzki

FOR COUNCIL MEETING

January 18, 2024

(open)

ITEM: 6.5.b

From: Susan Spiegel, Chair, Policy Advisory Coordination Team (PACT)

Len Abelman	Toon Dreessen
Arnav Garde	Christina Karney
John Stephenson	Daniela Veisman

Date: December 21, 2023

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

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

PACT met last on December 7, 2023. Meeting dates for 2024 will be set following the January meeting of Council and once a new Chair has been appointed to the Committee.

At their final meeting, PACT reviewed the draft Conference plenary plans that Communications staff have drafted, and shared additional input for the plenary. The Committee also discussed its workplan for 2024. In particular, PACT plans to continue its focus on housing affordability and will revive lapsed policy matters, such as:

- Rewording of Schedule G of the *Condominium Act* to contemplate building conversions;
- Urging government to require professional coordination as a condition for building permits;
- Studying the unintended consequences of the restoration of the Section 41 Design Exclusion in the *Planning Act*; and,
- Continuing to advance other issues related to housing affordability, such as modular housing and design standardization, and seek opportunities to advance OAA positions on these issues.

2023 was a productive year for PACT. Some of the Committee's key accomplishments include:

- Advancing to government the findings of the long-term care research project that the OAA co-sponsored;
- Responding to numerous government consultations; and,
- Hosting a successful Queen's Park Picks event that is helping to position the OAA as a key stakeholder and resource to government on key issues, such as housing affordability.

PACT is well-positioned to continue their work in 2024 and I look forward to learning about their progress in the upcoming year.

Action

None. For information only.

Attachments

None.

Memorandum

To: Council

Settimo Vilardi	Loloa Alkasawat
J. William Birdsell	Jim Butticci
Kimberly Fawcett-Smith	Christina Karney
Natasha Krickhan	Michelle Longlade
Lara McKendrick	Elaine Mintz
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Thomas Yeung	Marek Zawadzki

FOR COUNCIL MEETING

January 18, 2024

(open)

ITEM: 6.5.c

From: Communications and Public Education Committee (CPEC)

Christina Karney, Chair	Mariella Amodio
Pearl Chan	Kurtis Chen
Jon Hobbs	Carl Knipfel
Elaine Mintz	Brigitte Ng

Date: January 8, 2024

Subject: Committee Updates

Objective: To provide an update on CPEC items and initiatives since the December Council Meeting.

Background

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

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

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

The Committee held its last meeting of 2023 on October 31, but has continued to stay in communication via email.

Actioning the Public Outreach Plan

In December 2023, Council approved the Committee's proposed Public Outreach Plan which sets out a number of priority items to focus the Association's public-facing activities over the coming years. Council will recall that this is one of the main priorities on the CPEC Work Plan for 2023 and is in direct support of moving the OAA's five year strategic plan forward. In fact it was one of the key priorities identified under the pillar of Public Education.

Working with staff, the Committee will have its first annual meeting early in 2024 to review its Annual Work Plan which will include tactics and next steps to begin actioning the Public Outreach Plan.

Other Updates

Conference

Staff are in the process of finalizing the agreement with **Vishaan Chakrabarti** as the **virtual keynote** for the 2024 Conference (happening in March 2024). At their first annual meeting, the Committee will revisit options for the 2024 **in-person keynote** (happening in May 2024 in Niagara Falls) as the preferred candidate is no longer available. At that same meeting, the Committee will refine the unifying theme for the 2025 Conference to present for Council's consideration.

OAA Funding Program

The deadline for submissions to the OAA's two streams of funding – the Public Awareness Sponsorships and the Special Project Funding – are due at the end of January. The Committee will review submissions and allocate funds at its first annual meeting in February.

Awards Program

The Committee will be meeting in Q1 to review and discuss possible themes for SHIFT2025 to present for Council's consideration at the April 11 meeting.

Action

None. For information only.

Attachments

None.

Memorandum

To: Council

Settimo Vilardi	Loloa Alkasawat
J. William Birdsell	Jim Buttici
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FOR COUNCIL MEETING
January 18, 2024
(open)
ITEM: 6.5.d

From: OAA Building Committee

Sheena Sharp, Chair	Lara McKendrick, Councillor
Thomas Yeung, Councillor	

Date: December 18, 2023

Subject: Update from Building Committee

Objective: To provide Council with an update regarding recent activities of the Building Committee.

The Building Committee met on December 7, 2023.

The following two items were discussed by the Committee:

Landscape Competition:

Further to Council's approval of the motions related to the Landscape Design Competition, the Building Committee and staff are busy preparing the next steps. Joe Lobko has been engaged as the Professional Advisor and is putting together a Technical Advisory Team. The team will be comprised of a Landscape Architect, Civil Engineer and Cost Consultant. The Building Committee along with OAA staff and Joe Lobko will participate in a half day Workshop January 16, 2024 to review and refine the Program goals and requirements in order to prepare for the competition and related documents.

Doyle will be in touch with the neighbours in the New Year to discuss the OAA's intentions as well as the Ontario Association of Landscape Architects, whose members will also be invited to enter the competition. It is anticipated that the Competition brief and promotional materials will be available for Council to see at the March meeting.

President's Wall:

Further to a previous meeting of the Building Committee, which included Councillor Elaine Mintz, the Committee reviewed two design concepts for an OAA Presidents' Wall. The concepts incorporated the direction from the prior meeting such that the wall should be constructed using wood in order to bring a level of warmth to the building entrance. In addition, the wall should be located in the entrance lobby because of its prominent location. The Committee preferred one of the design concepts and provided feedback on modifications. After the design concept is modified, it will be used to obtain pricing and presented to the Council for consideration. At the present time there has not been a budget established for this project within the OAA's 2024 budget.

Action

None. For information only.

Attachments

None

Memorandum

To: Council

Settimo Vilardi	Loloa Alkasawat
J. William Birdsell	Jim Buttici
Kimberly Fawcett-Smith	Christina Karney
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FOR COUNCIL MEETING
January 18, 2024
(open)
ITEM: 7.1.a

From: Erik Missio, Communications Manager

Date: January 2, 2024

Subject: End-of-Year Operational Plan Update: Communications

Objective: To provide Council with an update for the second half of 2023 regarding activities undertaken in relation to the Operational Plan by the Communications service area.

This memo is the second of two semi-annual updates on 2023 activities in the OAA's Communications service area, including progress in relation to the operational priorities first discussed with Council at last February's planning session.

Update on Regular Programs and Services

Website

Designed to be accessible via desktop, tablet, and phone, the OAA Website remains the Association's virtual headquarters. As a "living," continuously evolving resource, updates at different levels occur on a daily basis by OAA staff. Communications staff work closely with the Office of the Registrar and the Practice Advisory Services (PAS) areas, as well as Policy and Government Relations in this regard.

Dozens of posts occur every workday, including third-party Continuing Education (ConEd) [learning opportunities](#), [events of interest](#) to the profession, [news](#) in the media, or updates to documents in the [Practice Advisory Knowledge Base](#) or [Documents & Publications](#) databases. Staff also post Council's open-session agendas, meeting packages, and notes, as well as meeting dates in the event calendar for members to attend virtually. (As a reminder, in-camera information is kept to iMIS Communities and not for public access.) On a larger scale, there is also a continual refresh of all content on the site—whether updated wording to reflect changes in programming or policies or new information for the public.

Of particular note this year (aside from the regulatory information mentioned later in this memo), the OAA Website's information related to public outreach was bolstered in 2023, with the addition of a [landing page](#) for K–12 students, teachers, and parents. This resource grew from the [Access to Architecture](#) section of the website.

OAA staff receive direct feedback to facilitate edits or changes through the website's [Digital Suggestion Box](#) as well as suggestions from Council, members, the public, and other staff. Staff are able to quickly help users find what they require, whether it is information or a particular uploaded pdf.

The Communications team also engages regularly with the site's consultant, Enginess, to troubleshoot problems or make enhancements to navigation and searching. With respect to searching, the internal site-wide keyword search (at the top right of each webpage) continues to be improved, though the website functions completely as intended with respect to filtering in areas such as the [Practice Advisory Knowledge Base](#) and remains completely searchable through Google and other third parties.

Based on analytics over the course of 2023, the top five pages on the publicly accessible site (not including the home page) are:

5. Intern Architect landing page
4. Documents & Publications
3. Careers and Opportunities landing page
2. OAA Directory (including searches for members and practices)
1. Employment Opportunities

For the member-accessible side, the five most accessed pages are:

5. CSA Standards Access Program
4. Architects landing page
3. Continuing Education opportunities
2. Intern Architect landing page
1. Employment Opportunities

To reflect the Strategic Plan's themes of [Equity, Diversity, and Inclusion](#) (including [Truth & Reconciliation](#)) and [Climate Action](#), as well as items targeting K–12 audiences to reflect one of the targeted communities in the OAA's Communications audit, OAA staff tag relevant news, events, and learning opportunities to ensure they appear in those discrete sections.

E-communications

From June to December of 2023 (i.e. following up on the Council memo issued in June), there have been 14 editions of the biweekly *OAA News* e-newsletter, each with eight to 12 news stories and additional links to the website. In this timeframe, there have also been three *Conference Bulletins*, as well as three *Practice Advisories* and two *RFP Alerts* developed with the PAS team. (As discussed later in this memo, staff redesigned *OAA News* in November.)

Staff sent approximately 30 special news e-bulletins or *Regulatory Notices* to either all those with OAA status or select groups to share timely information on a variety of important topics, including:

- updates regarding the Court Order and, subsequently, Bill 157 and its ramifications for limited licences;
- information related to fair practices legislation and the impact on Canadian experience requirements for the path to licensure;
- launch of tools like TEUI 2.0;
- calls for Conference 2024 presenters, weekly webinar topics, interested parties to run in Council elections, and entries to the Design Excellence and OAA Service Awards;
- updates to the CERB;
- free access to CSA standards available for all OAA members;
- reminders for the Continuing Education end of cycle (several more of these Regulatory Notices are planned for first and second quarter 2024); and
- registration invitations for events like the Highlights from Sudbury one-day digital conference, the SHIFT23 Lecture, Meet the OAA, Admission Course, and the Fundamentals of Running an Architectural Practice course.

The vast majority of these stories are also shared on the OAA Website and on social media, though some (e.g. *RFP Alerts*) are only intended for members and are thus only accessible by logging into the member side of the website.

Communications also sent fees-related emails regarding individual renewals, with reminders as well as notices for Practices scheduled to go out in the first-quarter of 2024. Additionally, staff sends press releases to media on certain items, including government consultations, Council executive elections, and award winners. Examples sent out in the second half of 2023 were related to the launch of the new podcast, greenbelt legislation, and the annual Queen's Park Picks program.

Social Media

The OAA continues to use [Instagram](#), [X](#) (formerly Twitter), and [Facebook](#) to share the vast majority of the information found in its e-newsletters and website. [LinkedIn](#) is also used for issues related to Continuing Education opportunities, and [YouTube](#) is employed for sharing of all videos—the AGM, special events related to Conference, as well as podcast episodes (as discussed later in this memo).

As shown below, most audiences are holding steady or growing—LinkedIn and Instagram are particularly impressive. Twitter remaining relatively stable is still positive, as that social media platform has experienced general losses. (Newer platforms such as Blue Sky, Mastodon, and Threads still lack an engaged target audience where it makes sense

for the OAA to post, though they are monitored at a high level should the situation change. Previously, the OAA made the decision not to post on video trend-driven platforms like TikTok.



Followers: 7,907 (up 654 from June 2023)



Followers: 7,895 (down 11 from June 2023)



Followers: 2,675 (up 87 from June 2023)



Followers: 14,789 (up 1,276 from June 2023)

Events and Public Outreach

In November, the OAA hosted the SHIFT2023 lecture at the Association's Headquarters. The free event featured an hour or so of networking (with catered refreshments and drinks), as well as mini-lectures from three of the five SHIFT selections earlier in the year:

- [Scaling Down: Shifting to Transit-Oriented Communities at Human Scale and Human Speed](#) from Naama Blonder and Mohcine Sadiq;
- [Healthy Cities: Sustainably Adapting the Dominion Foundry Complex](#) from Erica Gomirato; and
- [Hospital Precinct Commons](#) by Gordon Stratford and Alison Lumby

Offering 1.5 Structured Learning hours, the event had attendance capped at 100 and was made available to those with OAA status; the event quickly “sold out.” The next comparable lecture event at the headquarters is scheduled to be the 20224 NOW Lecture in October or November.

In the second half of 2023, the OAA also supported numerous events by sponsoring the work of third parties and the Local Architectural Societies via Public Awareness Sponsorships and Special Project Funding—for more information, see recent memos from the Communications and Public Education Committee (CPEC). The Committee was



also instrumental in making decisions for this and next year's Conferences, including the location of the 2026 event, and the virtual keynote for the coming spring.

Podcasting

The five recorded episodes of *Architecturally Speaking*, the Association's public-facing podcast, have begun airing. A teaser and the first two episodes were released in November, with subsequent episodes debuting in December and January.

There have been more than 500 downloads so far, with episodes available for streaming and downloading on all major podcast platforms, including [Buzzsprout](#), [YouTube](#), [Spotify](#), [Amazon](#), and [Apple](#). They're also accessible through YouTube and the [OAA Website](#).

In addition the five already recorded, a couple more are planned for the spring, having been part of the budget. Depending on the success gauged by this initial "season," there will be further consideration of future episodes. There are also plans for social media ads to raise awareness amongst the general public.

Awards

After much of 2023 focused on the [SHIFT2023 Health Architecture Challenge](#) (including a special event in Sudbury's Vale Cavern at Science North in June as part of the Conference, the release of the SHIFT book, and the aforementioned lecture in November), the focus for late 2023 turned to Design Excellence and OAA Service Awards.

In October, architects were invited to make submissions for the biennial OAA Awards program, which showcases the best in built projects by Ontario practices and achievements by architects. For Design Excellence, it is an opportunity to present completed projects that are exceptional, sustainable, and innovative. With respect to climate action, all submitters must provide Energy Use Intensity (EUI) metrics. Links to the OAA's [free TEUI Calculators](#) are being shared as a reminder in various award announcements.

The OAA Service Awards offer a chance to recognize both emerging and established architects for their careers and their contributions—these awards include the new Medal of Service (recognizing individuals who have provided exceptional service and leadership to the profession and/or public through promotion, advocacy, education, or other contributions and achievements—it is a continued evolution of the now-sunset G. Randy Roberts Service Award and Order of da Vinci) as well as Best Emerging Practice, Lifetime Design Achievement, and the posthumous Honour Roll.

Working with OAA staff, CPEC identified the members of [two sets of juries](#) for these awards; they will gather at the headquarters in February to make their decisions. (Nominations and submissions can be sent into the OAA's third-party-developed awards site until mid-January.) Ultimately, up to 10 Design Excellence winners and recipients of Service Awards will be celebrated at the 2024 Conference in Niagara Falls as well as online and in a print publication. The winners of Best Emerging Practice will also be given the opportunity to present the aforementioned NOW Lecture later in the fall.

Update on Progress Toward Special Operational Activities or Projects

This section explores the ongoing status of specific items mentioned during Council's strategic planning session in February 2023.

Regulatory Information on the Website

Throughout 2023, there was concerted effort on the refinement of [regulatory information](#) on the OAA Website, working specifically with the Office of the Registrar. This includes increasing transparency and ensuring information is current on OAA Website with respect to licensing ([continual updates](#) on the AATO court order and now legislation changes regarding limited licences, ongoing work with the Office of the Fairness Commissioner [OFC] and forthcoming changes to the path to licensure regarding Canadian experience requirements, etc.).

Working with the Interns Committee, staff also updated Intern Architect and Student Associate information throughout the website (as well as launched the [Mentor Directory](#) during the first half of the year).

More work is expected to continue on regulatory webpages, especially pending any changes brought about by the introduction of Limited Licences, which would necessitate a wide overhaul of information and structure.

Redesigning Email Communications

One of the 2023 operational work plans involved the redesign of the OAA's email communications, ensuring accessibility, visual consistency (with the logo launch in 2020), and an ongoing need to meet the needs of the membership with respect to information and organization.

Through invitations in the *OAA News*, the membership was surveyed regarding readership habits, wants, and needs. There was clear desire for more concise emails with clear links to further information and a streamlined look. OAA Communications and IT staff also collaborated to consider the current email creation processes (including content generation, review, and dissemination) and determine where further improvements can be made.

In-house, OAA staff redesigned the look of the e-newsletters and other bulletins to ensure a cleaner, more visually appealing and better-organized structure. Positive feedback has been received by members. An important part of the redesign philosophy (aside from aesthetics) is to treat the email as a temporary gateway to permanent information on the website, rather than rely on the email itself to be an archival item. That is, these emails direct readers to the OAA Website where they can always find the latest information, rather than trust the emailed message itself to be a static, permanent record.

Further, a decision was made to switch email providers from HigherLogic to MailChimp for non-regulatory emails (e.g. *Practice Advisory*, *OAA News*, *Conference Bulletins*) and to augment the OAA's existing iMIS package and use it to send regulatory emails from which members cannot unsubscribe (including renewals, *Regulatory Notices*, critical information about the Continuing Education cycle, etc). While the latter portion is still

coming together, the OAA has now successfully sent non-regulatory emails using MailChimp.

Staff will now refine the visual/organizational structure of the *Practice Advisory* emails.

Social Media

In light of the goals and themes of the Strategic Plan, Communications reviewed and refined its approach to social media, considering both member and public audiences. Using insights gleaned from the public outreach audit conducted by CPEC, as well as examining current audience demographics and general categories of content being shared, the goal is to increase the amount of evergreen regulatory, public-facing, and member-facing content. These messages have been created and are now being reviewed internally to ensure an accurate and consistent voice.

OAA staff explored use of scheduling and analytics software for socials, and identified a desired program. This was part of the approved budget for 2024 and staff are now keen to begin using it, with clearer internal roles on creation and dissemination of content.

The OAA will continue to use Twitter/X and Facebook, but sees Instagram and LinkedIn as the best channels for continued growth and communication with respect to both the membership and the public.

Continued Evolution of OAA Awards

In line with the strategic plan and Council direction, Communications launched the aforementioned new Medal of Service (replacing the now-sunset Order of da Vinci and G. Randy Roberts Service Award).

OAA staff worked with Cadmium, its third-party awards submission site consultant, to revise the Design Excellence submission forms to better align with the new [Climate Action Case Study](#) submission form found on the OAA Website. This will increase the amount of case studies moving forward as they can be drawn from Design Excellence nominees and finalists.

Action

None. For information only.

Attachments

None.

Memorandum

To: Council

Settimo Vilardi	Loloa Alkasawat
J. William Birdsell	Jim Butticci
Kimberly Fawcett-Smith	Christina Karney
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FOR COUNCIL MEETING
January 18, 2024
(open)
ITEM: 7.1.b

From: Claire Hepburn, Deputy Registrar

Date: January 3, 2024

Subject: Semi-annual Update – Continuing Education Service Area

Objective: To provide an end of year update on the activities under the Continuing Education service area.

Background

To provide an end of year update on the activities under the Continuing Education service area, as well as report on progress made in relation operational priorities for 2023, as discussed with Council at the February planning session. This memo is the second of two semi-annual updates on 2023 activities in the OAA's Continuing Education service area.

Cycle 2022-2024. Mandatory Continuing Education on Climate Action

In January 2022, OAA Council approved a new mandatory requirement for the 2022–2024 Continuing Education Cycle. As of December 22, 2023, which is 18 months into the Continuing Education Cycle, approximately 30% of the membership is compliant with the mandatory requirement on Climate Action, up from 10% compliance in June 2023.

The communication about the end of cycle is underway, with Regulatory Notices to be sent out every month until the cycle ends on June 30, 2024. This year we added an additional announcement in December to encourage early compliance and saw an increase in reporting as a result.

Continuing Education Webinars Series



From September to December of 2023, there were more than 2,213 enrollments, which is a higher rate than for the same period last year (1575). The following topics have been covered in the Webinar Series from September to December of 2023:

1. Achieving Climate Goals through Adaptive Reuse and Retrofit
2. CSA Access Program 101
3. TEUI 2.0
4. Designing a Net-zero Carbon School in Northern Ontario
5. Meeting the Acoustic RQTM's and Recommendations of the OBC
6. Electronic Document Authentication: What you Need to Know
7. Best Practices in Rooftop Safety
8. OAA Licensed Members, Copyrights and Moral Rights
9. Carbon as Currency – A climate lens on design decisions
10. First Principles to Deep Energy Retrofits in Heritage Bldgs
11. Renewing Low-rise Community Housing Towards Zero Carbon
12. The New Construction Act: What Architects Need to Know

Net revenues for OAA webinars for 2023 total \$55,754. This represents a significant increase from the last three years 2020-2022 (\$31,943, \$23,028, \$6,790, respectively).

The Continuing Education Webinar Series continues to evolve to respond to the needs of the OAA membership. The following are the latest developments.

- Closed Captioning in French
- LinkedIn Outreach
- Continuing Education Webinars on YouTube (As a pilot, the recording of the Contract Suite of seminars developed and delivered by OAA PAS will be posted)

Call for Webinar Proposals

The call for proposals for the fall 2023 was issued earlier this year. The Continuing Education Advisory Group has reviewed the submissions received and approved the following webinars:

1. Building Blocks of Innovation: An introduction to generative AI for architects.
2. Understanding your Role as a Licensed Professional
3. Reframing "The Project": Project Management and Operational Management in The Design Endeavour
4. Calculate your project's embedded Carbon in Part 9 construction with the Material Carbon Emissions Estimator (MCE2)
5. Fabrication Design & Constructability for Mass Timber Structures
6. Condos, Architects and Tarion's New Home Warranty
7. Healthy Interior Design: Lessons learned from a pandemic
8. Building the Business Case to Build Sustainably
9. Build Climate Smart – Preparing Canada's Built Environment for Climate Change
10. Embracing Digitization and AI in Architecture

11. Architects and Prompt Payment (under the Ontario Construction Act): How does this affect your practice?
12. Architects and Adjudication (under the Ontario Construction Act): How does this affect your practice?
13. Building Reuse, Embodied Carbon & Climate Action
14. The Franklin Flats Story: Innovative, Low-Carbon Strategies for Affordable Housing
15. ISO 19650 for Architectural Companies
16. Addressing load management challenges for the “new load” profiles of energy efficient homes
17. Communicating the Value of Design in Architecture
18. CSA
19. Low Carb Design-Embodied Carbon: What is it and how architects can reduce it?
20. Simplified & Sustainable Acoustic Solutions for Mass Timber Buildings
21. Making succession work for your firm
22. Using Plants to Green Buildings

Online Course “Fundamentals of Running an Architectural Practice”

In partnership with the University of Toronto (U of T), the OAA's *Fundamental's of Running and Architectural Practice (FRAP)* was offered online twice between September June 2023 and December 2023. The course is eligible for 31 structured learning hours under the OAA Continuing Education Program.

During the summer of 2023, Subject Matter Experts (SMEs) were confirmed and submitted updates to their respective modules.

New SME's for the 2023-2024 academic year include Michael Nicholas Schmidt, Principal Larkin Architect Limited. SME Yew-Thong Leong has committed to two modules, Value Aspects- Marketing + Creating Value and Business Aspects- Organizational Behavior and Leadership.

The FRAP course ran 3 times during 2023, with 35 learners in the winter semester and 23 learners in the spring semester. For the 2023 fall semester there were 14 learners. The upcoming 2024 winter semester currently has 19 learners registered. The School of Continuing Studies has reported that other courses are experiencing the same low enrollment numbers.

This summer, the annual course content was reviewed and updated. The Continuing Education staff is developing a roster of substitute subject matter experts, who will be engaged in teaching the course in cases when the assigned SME is either not available to lead a webinar.

OAA staff and U of T continuing studies administrators meet once a month to address any ongoing matters with FRAP.

Admission Course

The OAA Admission Course is a mandatory requirement for licensure for all intern architects in Ontario. The course is offered in partnership with the University of Toronto, School of Continuing Studies.

The Admission Course had increased enrollment for this academic year to 293 learners from 234 the previous academic year.

All SME's returned for the 2023-2024 academic year and updated their respective modules where necessary in summer 2023.

Current enrollment for the fall semester is 74 learners.

The online course will be offered three times. For the 2023-2024 academic year, the OAA negotiated larger class sizes, increasing the limit from 100 interns to 150. The annual course content review and update, will take place. The Continuing Education staff is also in the process of developing a roster of substitute subject matter experts for the Online Admission Course.

Self-Study Course

With ongoing enrollment, architects can take the 8 self-study courses at any time during the registration period. Learners have two months and complete a quiz to finish the course.

There were 192 learners for the self-study course.

Revenue from FRAP, Admission Course and Self-Study Course

The OAA receives 10% of total tuition revenue from the U of T administered courses. For the 2023 academic year, the total paid to the OAA was \$21,429.50.

Highlights of Sudbury

The OAA hosted a one-day virtual event for members that provided 7 hours of Continuing Education credits that highlighted some of the most well received sessions at the OAA 2023 Conference (2023 Conference).

Speakers were selected asked to return to present based on their evaluations from the 2023 Conference.

The registration for this event was 269 OAA members and the feedback was positive from members who completed evaluations of each session. The feedback included that members liked the format, would like to see more virtual options and that it helps with balancing responsibilities or access to events because the event was entirely online.

The revenue target was not met as the event was budgeted for 500 attendees, resulting in a deficit of approximately \$6,000. Most of the cost of administering the program was to host a platform that made it possible to run multiple sessions at the same time.

Overall, Highlights of Sudbury went well and was a learning experience in real-time. **OAA Conference 2024 in Niagara Falls**

The Call for Presenters started in June and ended October 10. Over 80 proposals were received by OAA members, third party organizations, members of the public in Canada, the United States and Denmark.

The Continuing Education Advisory Committee vetted proposals and curated sessions to finalize 63 sessions with over 90 speakers for the 2024 OAA Conference.

Speakers include 34 OAA members, and international speakers from Vienna, Rotterdam, Denmark, the United Kingdom and the United States.

Action

None. For information only.

Attachments

None

Memorandum

To: Council

Settimo Vilardi	Loloa Alkasawat
J. William Birdsell	Jim Buttici
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FOR COUNCIL MEETING
January 18, 2024
(open)
ITEM: 7.1.c

From: Nancy Muir, Interim Manager Finance

Date: January 3, 2024

Subject: Year-end Operational Plan update

Objective: To provide an update regarding the activities undertaken in relation to the Operational Plan for the Finance service area

This report is the second of two semi-annual updates on the 2023 activities in the Finance service area, including progress made in relation to operational priorities for 2023, as discussed with Council at last February's planning session.

Update on Program(s)/Services

Annual Budget Development

The OAA 2024 Budget has been completed and approved

- The 2024 draft budget was presented to Council September 21, 2023 for review and the final budget was presented and approved December 1 2023.

Annual fee renewals:

- Annual fee renewals process opened on schedule mid-December with approved fees as included in the 2024 budget.

Annual audit:

Pre-audit work has been completed for the 2023 year-end audit.

Work is underway to be ready for the audit field work which will commence January 22, 2024.

Update on Progress towards special operational activities or projects

EFT and Wire Transfers

- Ad-hoc EFT payment functionality has been added to the CIBC banking platform to facilitate payables which are time-sensitive or where payment by cheque is not an option. EFT is more economical (\$2 fee versus \$15 for wire transfer) and is readily accepted by suppliers.

Updating format for the ExAC annual budget

- Utilized Excel to provide linked supporting schedules for ExAC annual budget – this was being done in Word documents, which cannot link to the budget document and do not facilitate calculations. Using Excel for supporting schedules will make it much easier to calculate and re-calculate the budget as required. This aligns with the format used for the OAA annual budget. As a reminder, the OAA is responsible for management and administration of the ExAC finances on behalf of the Regulatory Organizations of Architecture in Canada (ROAC).

3 year plan to reallocate unrestricted reserves

- The Finance & Audit Committee has increased focus on ensuring that reserve fund balances are compliant with OAA policy, as well as sufficient to cover upcoming approved projects such as the Landscaping Project. It was requested that staff develop a plan to reallocate unrestricted equity to the specific reserve funds (Capital and Operating) over 3 years. This was completed and approved by Council in December.

Pre-planning for Mortgage renewal in 2026

- The mortgage on the OAA building at 111 Moatfield Drive is to be renewed July 2026. As the expectation is that the rates available at that time will be higher than the current rate of 2.18%, staff have actively reviewed pre-payment options with the goal of maintaining the current monthly payment (Principal + Interest) so as not to negatively impact cash flow. This forecasting and planning will continue over the next two years.

Action

None. For information only.

Attachments

None

Memorandum

To: Council

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J. William Birdsell	Jim Butticci
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FOR COUNCIL MEETING
January 18, 2024
(open)
ITEM: 7.1.d

From: Kathy Armbrust, Human Resources Manager

Date: December 22, 2023

Subject: Semi-Annual Update from Human Resources

Objective: To provide Council with an update regarding activities under Human Resources operations and administration for June 2023 to December 31, 2023.

This memo is the second of two semi-annual updates on 2023 activities in the OAA's Human Resources service area, including progress in relation to the operational priorities discussed with Council at last February's planning session.

Enhanced Learning and Development for Staff:

- Learning and Development goals have been incorporated into staff performance reviews moving forward.
- Staff led Peer-to-Peer training continued on a variety of topics ranging from an overview of the Role of the OAA as a Regulator to Finance for Non-Profits to the OAA's Strategic Plan.
- Customized training to support staff with specific needs continues to be implemented; this ranges among many topics such as legal updates to safely working on roofs.

Workforce planning - review of labour & organizational structure of OAA:

- Changes in the OAA's organizational structure were made in the second half of 2023, moving oversight of the mandated Continuing Education program under the Regulatory pillar of the OAA. Management responsibilities have been assigned to the Deputy Registrar. Clarity was brought to the individual staff roles and responsibilities through review and updating job descriptions.
- A high level review of the process for senior leadership succession planning was completed with the Governance Committee.

- A high level review of the process for determining compensation for staff has been developed and addressed with Governance Committee. The process is based on compensating for skill, responsibility and effort. This process is compliant with the *Pay Equity Act*, *Employment Standards Act* and other legislation related to compensation.
- All of the above were in direct response to recommendations stemming from the Operational Review in 2021.

Policy review and updates:

- Updates to the Hybrid Work Policy for Council and Committees were completed and implemented
- A schedule for staff to review of all HR and Council policies has been established and will be implemented in 2024.

Recruitment:

- The Practice Advisory Service area has been fully staffed with the hiring of an additional part-time Practice Advisor
- The OAA is fully staffed at the moment!

Operations and Administration:

- In order to improve inter-department communication, staff have also started to provide an overview of their roles and responsibilities during staff chats.
- An internal critical path calendar has been created for staff so that they can see and understand inter-department periods of higher workload and key events and plan accordingly.
- All of the above were in direct response to recommendations stemming from the Operational Review in 2021.

Action

For information only.

Attachments

None

Memorandum

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FOR COUNCIL MEETING
January 18, 2024
(open)
ITEM: 7.1.e

From: Abhishek Chaudhary, Information Technology Manager

Date: January 5, 2024

Subject: Information Technology service area – Semi-Annual update

Objective: This memo is the second of two semi-annual updates on 2023 activities in the OAA's Information Technology service area, including progress on the operational priorities discussed with the Council at last February's planning session.

Office 365 project update

OAA has signed the contract with our newest technical partner – Crucial Logics. The Scope of work (SOW) has been set, reviewed, and signed. The project will span 15 months and has been broken down into 3 Phases. (1) Cloud Data & Identity Protection - advanced security, (2) Microsoft 365 Content Management/Collaboration, (3) SharePoint Online Intranet Solution. We have started with Cloud Data & Identity Protection which entails tenant-wide review of security and set up a baseline of access control protocol.

iMIS development update

The major update (cloud migration) has been deferred to 2025 to give priority and appropriate attention to the Office 365 Project. Staff, however, continued to address minor development work in the second half of 2023 to ready ourselves for the pending upgrade.

In 2023 we completed the building of the CERB system within iMIS and successfully migrated data from the old CODE3-based system to iMIS.

We continue to work with the PAS team on improving the PCS and utilizing iMIS for complete data management.

OAA invested in AEM – Advanced email marketing package from ASI (makers of iMIS). This will allow us to send regulatory emails to members from iMIS directly. This also provides us with a detailed analysis of the mail flow.



iLobby - visitor management system update

The deployment of the VMS (visitor management system) is now complete. The system is operational, and we continue to make improvements and enhance the feature base. We are working with iLobby to have QR code-based touchless sign-in for OAA events at the OAA Headquarters. This will assist with the tracking and uploading of Continuing Education hours.

New server update

The new server is now fully tuned and is running at peak performance. Utilizing the new server, we have moved away from “Roaming user profiles” to “Local profiles” for individual staff laptops. This supports the hybrid work structure more efficiently. It also resolves user sync issues and will assist in the migration of data structure to 365.

We have upgraded our Antivirus package to provide further security for OAA’s data.

Other projects:

Updated cyber and digital security.

OAA's primary firewall has been upgraded from a branch office firewall to a next-gen midsize NSa firewall. The new firewall will provide a threat prevention throughput of 3.5Gbps compared to 600Mbps. The new firewall also offers 3X speed for remote users.

The updated antivirus package offers advanced threat definitions and requires fewer resources, making it highly efficient.

We have fine-tuned our remote disaster recovery setup to reflect the changes.

In case of a network breach, the disaster recovery appliance can support the role of a temporary server with a basic specification profile.

Sunset Higher Logic and replace with MailChimp + AEM (iMIS)

In consultation with the Communications Team, the OAA has moved its bulk email platform from Higher Logic and in turn, partnered with MailChimp as a platform to send out Newsletters and bulletins. OAA has also invested in AEM along with a bridge that will connect and sync iMIS to MailChimp, as noted above.

Consolidated printers

OAA reduced the number of printers from 4 to 2. The new printers are of a higher quality and more energy efficient.

With this change, the quarterly lease payments have gone down by \$1753, and the total cost of operation has been reduced by \$2823.

Updated SSL Certificate

We successfully updated the SSL certificate for the OAA in the second half of 2023, further enhancing the security level.

Action



None. For information only.

Attachments

none

Memorandum

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FOR COUNCIL MEETING

January 18, 2024

(open)

ITEM: 7.1.f

From: Sara Trotta, Manager, Policy and Government Relations

Date: January 8, 2024

Subject: End-of-Year Operation Plan Update: Policy and Government Relations

Objective: To provide Council with an update regarding activities undertaken in relation to the Operational Plan by Policy and Government Relations service area.

This memo is the second of two semi-annual updates on 2023 activities in the OAA's Policy and Government Relations (PGR) service area, including progress in relation to the operational priorities discussed with Council at last February's planning session. This does not include items that have been under the mandate of the Policy Advisory Coordination Team (PACT).

- **TEUI 2.0:** PGR staff worked alongside Communications and IT staff to successfully publish and launch the TEUI 2.0 tool. Now available for use by members and the public, information about this tool has been promoted via regular member communications including OAA News and the OAA's social media platforms. PGR and Communications staff continued to work collaboratively to identify opportunities to promote this tool further, including highlighting its availability via government submissions and other OAA publications.

As members are now required to disclose total energy use intensity (TEUI) along with their Design Excellence Awards submissions, the TEUI tools available on the OAA website provide an accessible, easy-to-use platform for members to reliably calculate this information. Furthermore, TEUI 2.0 can be used by members to determine their compliance with various municipal green standards, such as the Toronto and Whitby ones.

An OAA Webinar, free of charge for OAA members on the new TEUI 2.0, was offered in September.

- **Consultations on Building Code Harmonization:** PGR staff continued to work collaboratively with Practice Advisory Services (PAS) to respond to the ongoing consultations on the harmonization of the Ontario Building Code with its National Code counterparts. In particular, PGR staff provided support for policy considerations and engages with the Climate Action Advisory Group for their input on elements of the consultations pertaining to Climate. During this reporting period, one additional consultation has occurred. It was led by the PAS team with support from PGR (in consultation with the Climate Action Advisory Group). Since the start of 2023, four consultations in total have taken place.
- **Support Office of the Registrar on *Architects Act* legislative and Regulatory Amendments:** In addition to the regular legislative monitoring that PGR staff does, the PGR service area has been working closely with the Office of the Registrar (OOTR) to monitor the changing legislative and regulatory environment, especially as it pertains to:
 - Compliance with FARPACTA: Although the OAA's work on FARPACTA is led by the OOTR, PGR staff provided policy support in meetings with government staff. Additionally, plans were put in place for PGR staff to work with the Ministry of Labour, Immigration, Trades, and Skills Development (MLITSD) to coordinate an announcement with the Hon. David Piccini, Minister, MLITSD, about the OAA's alternative to Canadian experience for licensure in Ontario.
 - Legislative amendments to the *Architects Act*: Following the introduction of Bill 157, *Enhancing Access to Justice Act, 2023*, PGR staff studied the legislation, fielded initial questions from elected officials, and led the development of the briefing note that was circulated to government and posted on the OAA website [here](#). To date, the briefing note has received a positive reception from MPPs, including requests from some MPPs for meetings to discuss Schedule 1 in more detail.

Bill 157 has passed Second Reading and was referred to the Standing Committee where it will be studied on February 22, 2024. PGR staff has drafted a written submission which will be finalized in the New Year. Additionally, an official request has been made to the Committee on behalf of the OAA to present an oral deputation at the Committee hearing in February.
- **Long-term Care Research:** Further to the June update on this issue, the backgrounder and executive summary of the long-term care white paper that the OAA co-sponsored was issued to government. PGR staff continued to engage with Ministry of Long-term Care staff to further amplify this research and seek opportunities for the OAA and its members to be involved in the development of updated long-term care design guidelines.
- **Legislative Amendments:** Although not active files at the PACT table in 2023, PGR staff continued to advance recommendations to government and other key

stakeholders tied to desired legislative amendments that will promote the public interest.

- Rewording of Schedule G in the *Condominium Act*. With government's strong focus on building 1.5 million new homes in the next decade, there is increased interest in the conversion of rental buildings and office towers to condominiums and, with it, a renewed focus on the need to update Schedule G of the *Condominium Act*. As the Schedule is currently written, it contemplates new builds only and requires that architects sign off to certify that the building is constructed according to the specifications of the *Condominium Act*. Schedule G must be signed off on in order for condominiums to be incorporated, and for the Tarion warranty period to commence.
- Our work on this file has been conducted with input from Pro-Demnity now and over the years, as this has been an ongoing issue.

PGR staff met with Tarion to clarify its position on Schedule G and to better understand how Tarion interfaces with this document, as well as any challenges that they've encountered with it. Some key findings from that meeting include:

1. Tarion did not provide warranties for condominium conversion projects until 2018;
2. In the case of condominium conversion projects, Tarion explicitly lists the pieces of the project that are covered by their warranty and the pieces that are not covered; and,
3. Schedule G is an evolving issue from the Tarion perspective. Beyond conversion projects, other factors that are creating challenges with regard to Schedule G from a Tarion perspective include: Schedule G in the case of super-tall buildings where multiple condo corporations may be housed within the same building.

- **2023 Housing Forum:** In late November, OAA staff attended the provincial government's first ever housing forum. The Association was in attendance alongside other allied organizations and stakeholders and government officials. There was significant discussion around missing middle and modular housing and how stakeholders can be a resource to addressing the housing crisis.

Government has committed to developing a modular housing framework for the province, and the OAA has positioned itself as a key stakeholder and resource for government to consult in the development of this framework.

- **2023 Queen's Park Picks:** Due to a late breaking decision from government to observe the National Day of Truth and Reconciliation, the 2023 Queen's Park Picks were once again launched via a fully virtual event. Although MPP participation in building nominations was record-breaking for the event and many

fruitful meetings took place between OAA representatives and elected officials, the 2023 event highlighted that the event has to be refreshed.

In 2023, earned media for the QP Picks was very weak and identified a need to overcome that challenge. OAA staff spent time in late 2023 exploring opportunities to increase the media coverage and awareness. It was decided that Next year's event will pick up on the Conference theme and challenge MPPs to identify an interesting housing project that they would like to highlight from their communities. In addition to further amplifying work that the OAA is doing, this timely discussion about housing will have media appeal and better potential to expand the public conversation about architecture.

Action

None. For information only.

Attachments

None.



Memorandum

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FOR COUNCIL MEETING

January 18, 2024

(open)

ITEM: 7.1.g

From: Mélisa Audet, Manager, Practice Advisory Services (PAS)

Date: January 9, 2024

Subject: OAA Service Area Semi-Annual Updates - Practice Advisory Services.

Objective: To provide Council with an update regarding activities undertaken in relation to the Operational Plan by the Practice Advisory Services area.

Report – Practice Advisory Services (June 1, 2023 to December 31, 2023)

This memo is the second of two semi-annual updates on 2023 activities in the OAA's Practice Advisory Services (PAS) area, including progress made in relation to operational priorities discussed with Council at last February's planning session.

Updates - Main Program and Services supporting Member Competency

Practice Hotline – January 1 to December 31, 2023

The Practice Hotline is an important service to assist staff in mapping industry trends, feeding into the creation of tools, and in bringing forward topics to the Continuing Education team. PAS received just over ~1900 calls/emails in 2023. (Note: This may include multiple calls/emails about the same topic).

Calls are primarily coming from licensed members (~81% +), most of the remaining are 7% clients, 3% building officials and 1% intern architects. Emails are primarily coming from licensed members (~69% +), the remaining identified sources are 6% clients, 5% building officials. 21% fall under the "Other category" which includes emails re-directed to other service areas at the OAA.

Other observations for 2023:

- The top 2 topics (all users) were related to Act and Regulations (about 18% of the calls and 20% of the emails) and General Practice (about 18% of the calls and 16% of the emails).
- Questions related to contracts also tracked high in email correspondence (about 14% of ~700 emails addressed).

Practice Advisory Newsletters (Bi-monthly)

With the assistance of Communications, PAS prepared the last three editions for the year (July, September and November). Each e-newsletter was emailed to almost 8000 individuals which includes architects and interns, as well as student associates. The 'open rate' for the last three editions of the year remains close to 70%, which aligns with what was observed in 2022. The Communication-led [survey](#) launched in OAA News of July 8 provided confirmation that the Practice Advisory Newsletter is a well received member-focused communication tool.

RFP Reviews

Key observations since January 1, 2023:

- 23 RFPs were brought forward by members and six received by client groups. The latter resulted in meetings between PAS and client groups to discuss upcoming projects, including educating on role of the architect, key sections of the *Architects Act*, etc. The majority of the RFPs originated from municipalities, schoolboards or colleges.
- Two RFP Alerts have been issued this year following discussions with both entities. It should be noted that there remains the issue of the time span between when RFPs are brought to PAS' attention and the closing date of the RFPs often being too short. This impacts the ability of PAS to review and contact the issuer prior to closing.

Other updates (related to Public Outreach):

In parallel to the service to members and launch of the 2021 OAA Contract Suite, PAS has been proactive in educating client groups. PAS presented a webinar entitled "OPBA Talks - Public Procurement: The Advantages of Using Standard Form Contracts" with more than 65 members of the [Ontario Public Buyers Association](#) (OPBA) on October 19. This was in addition to two articles previously published by OAA's Executive Director in the OBPA newsletter.

Another webinar was hosted by the [Ontario Association of School Business Officials](#) (OASBO) on Nov. 17 - further extending dialogue with clients and creating opportunity to discuss how to optimize RFPs for professional services as well as covering the role of the OAA as a regulator.

The most surprising information to come out of the webinars to client groups was the large number of people who thought the OAA was an advocacy group and not a regulator.

CSA Standards Access Program

Earlier in 2023, PAS successfully renegotiated a one (1) year contract, effective as June 1, 2023 and ending on May 31, 2024. Minor changes were made to the standards included in the [OAA – NBC/OBC Standards Collection](#). Members can access information on the [program via the OAA Website](#).

As reported in the previous memo, PAS worked with the Continuing Education team to organize a webinar in September 2023: [CSA Access Program 101: How to Access and Use the Free Program for OAA Architects](#). The webinar was free for members, with the goal to educate members on how to best leverage the program.

The number of users seems to be remaining steady; an increase was noted following the webinar. As at the end of December 2023, there were approximately 650 members registered. Of note, each of these may represent up to an additional nine users. Since the start of the program back in June 2021, approximately 1,538 registrations have occurred, resulting in over 2,324 users having gained access to the standards.

PAS continues to monitor the program renewal rate, which currently stands at 56%. Registration is permitted on a rolling basis throughout the year. As a result, there tends to be a lag in individual member renewals from one contract year to the next.

At the time of writing the memo, the two most accessed standards this year were:

- CSA B651-18 Accessible design for the built environment — Implementation handbook and CSA/ASC B651:23 Accessible design for the built environment
- CSA S478:19 Durability in Buildings

Document Maintenance Program & Updates to Practice Tips

As reported at the 2023 February Planning Session, PAS continued to work on implementing new processes to more effectively respond to legislative changes, identify gaps in best practices tools, as well as strategies for identifying needs and coordinating with other service areas which affects the documents maintained by PAS. PAS continued to work on improving tracking tools for better reactivity to items such as legislative changes. The first group of documents being reviewed are the Practice Tips. This work will continue in 2024-2025, with the intent of creating some messaging about the “refreshed” PTs in upcoming Practice Advisory E-newsletters.

New Practice Tips on the *Construction Act*

Over the summer 2023, PAS proposed outlines and worked with legal counsel to create two new Practice Tips to augment the PT.10 series of Practice Tips on the *Construction Act*:

- [PT.10.3 Construction Act - Prompt Payment](#)



- [PT.10.5 Construction Act - Interim Adjudication](#)

Practice Resource Committee (PRC) reviewed the drafts and provided comments at the end of October/early November and their feedback was incorporated prior to final consultation with legal counsel. The two new resources were presented to Council at the December Meeting.

The Practice Tips will be featured in the January 2024 edition of the OAA's Practice Advisory Newsletter. PAS also worked with the Continuing Education team and the legal firm to create two webinars to cover both [prompt payment \(April 4, 2024\)](#) and [interim adjudication \(April 11, 2024\)](#).

OBC Matrices Updates (PRC's Workplan) & Associated Resources such as PT.03 and PT.35 (refer to memo entitled "Practice Resource Committee (PRC) – Update" dated November 21, 2023.)

Given the extensive changes to the OBC since the last Practice Tip refresh, the data matrices had to be reviewed to determine any updates needed. PAS worked with PRC, and also engaged a consultant to finalise the review. Comments received have been used to update the matrices, with topics such as encapsulated mass timber addressed. The Seismic Supplement (Excel workbook only) has also been reviewed and changes were also made.

The revised files were uploaded to the OAA website and a communication plan will be deployed to advise members of the updates:

- [PT.03 Building Code Data Matrix](#)
- [PT.35 Importance Category and Seismic Restraint](#)

Creation/Participation in OAA Webinars: Tied into member competency: PAS continued to work closely with the Continuing Education team to highlight webinar topics discussed by PRC and via conversations/emails received on the Practice Hotline Such as:

- Understanding your Role as a Licensed Professional (January 25, 2024)
- Condos, Architects, and Tarion's New Home Warranty (Feb. 22, 2024)
- Architects and Prompt Payment (Under the Ontario Construction Act): How Does This Affect Your Practice? (see above)
- Architects and Adjudication (Under the Ontario Construction Act): How Does This Affect Your Practice? (see above)

PAS also provided assistance in second half of 2023 to the Fundamental of Running a Practice course as well as the OAA Admission course. This includes being a subject matter expert for the webinars, reviewing lists of resources for the attendees, updating the course material annually, etc.

Practice Consultation Program: Updates: Working alongside the Executive Director, the Registrar, Communications, and IT, PAS continued to work on refreshing components of

the program such as updating the questionnaire, tracking tools, website content, integration with IMIS, etc.

Update on Progress Toward Special Operational Activities or Projects

2021 OAA Contract Suite: OAA 600 French Translation and Other Updates: Launch OAO 600-2021 AR: The French version of OAA 600 contract and the GUIDE were uploaded to the website. Some minor edits are anticipated in 2024.

Public Reviews – Second half of 2023: With the assistance of advisory groups and OAA's Policy team, the following public review submission was completed: [CBHCC Consultation on Changes to the National Building Code and National Plumbing Code – Fall 2023](#): On December 18, 2023, the OAA submitted a response to the Canadian Board for Harmonized Construction Codes.

IO Supplementary Conditions to OAA 600-2021: See Executive Director's Report.

Updates to OAA/OGCA Document 100-2018 (Take-Over Procedures): As part of general maintenance of documents, the OGCA began their process of reviewing the OAA proposed edits to [Document 100](#). This is anticipated to be completed in 2024.

Staffing Updates: Retirement and Onboarding of a New Practice Advisor: In late June 2023, Colm Murphy retired from the OAA after six years of service, having joined the OAA's Practice Advisory Services (PAS) team in April 2017. In October 2023, the team welcomed architect Tina Leong as a new part time Practice Advisor.

Action

None. For information only.

Attachments

None.



Memorandum

To: Council

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FOR COUNCIL MEETING
January 18, 2024
(open)
ITEM: 7.2

From: Erik Missio, Communications Manager

Date: January 5, 2024

Subject: Updates Regarding the 2024 OAA Conference

Objective: To provide Council with information regarding updates on the planning for the 2024 OAA Conference.

As a reminder, the 2024 OAA Conference will take place from May 22 to 24 in Niagara Falls. With its theme, *Housing: Pushing the Envelope*, the multi-day in-person event will reflect the urgency and importance of addressing housing challenges. With the recent recognition of adequate housing as a human right through the *National Housing Strategy Act*, the 2024 OAA Conference aims to bring together a diverse range of architecture experts and professionals to the Niagara Falls Convention Centre, with the Marriott on the Falls serving as the designated host hotel.

At its September 2023 meeting, Council approved the draft program and schedule for the Conference (reattached here for convenience as an appendix), acknowledging that elements may evolve as further planning takes place. At its December 2023 meeting, Council approved the roster of Continuing Education presenters and topics.

This short memo summarizes various updates on the event-planning process, and is intended for Council's information only. January marks the return of OAA staff Melanie Walsh, from parental leave, as Conference Manager.

Virtual Keynote

After Council approved international architect [Vishaan Chakrabarti](#) as the top candidate for a virtual keynote, OAA staff began the finalization process with the National Speakers Bureau (NBS) representing him. The event is targeting a date of Tuesday, March 19 (with the following Wednesday and Thursday as backups).

The event serves as the kickoff for Conference registration, with OAA staff using it as a deadline to ensure all Conference information regarding sessions and special events is available on both the OAA Website and the iMIS registration website.

As was the case for recent virtual keynotes, the event will be free, offer 1.0 Structured Learning hours, and take place in the early afternoon or around the lunch hour. The virtual event will be live and allow questions from the audience. Negotiations as to whether it will also be recorded for on-demand viewing for a limited time are also underway.

Once all details are confirmed, the OAA will be sharing a “save the date” as part of a *Conference Bulletin* email in late January or early February.

Continuing Education

OAA staff members have communicated with all speakers, informing them whether their session has been approved or if they were respectfully declined this year. There is a healthy mix of new and returning speakers, with the latter including Dutch practice MRVDV, which delivered presentations at both the 2023 event in Sudbury and the virtual one-day session in the fall. In addition to several in-person classroom and in-the-field experiential sessions, the urban development planner from the City of Vienna will be speaking virtually at Conference.

The OAA's planning consultants MCC are currently curating a selection of recreational tours in the Niagara Region to complement the educational offerings. MCC is also aware of many of the session's broad housing-related topics as it may assist them in development of a robust sponsorship program.

Plenary

Taking feedback from the OAA's Policy Advisory Coordination Team (PACT), as well as last summer's brainstorming session, OAA staff are developing a plenary event to follow the Conference welcome. This event takes place Wednesday May 22 in the Peller Estates Ballroom, Niagara Falls Convention Centre. Tentatively titled “Gimme Shelter: Coming Together to Answer the Housing Affordability Question,” the 1.5-hour moderated discussion will comprise a panel of architects and real estate development experts.

As part of its mandate to regulate the practice of architecture to protect the public interest, the OAA has spent more than a decade exploring architectural and land use methods to increase housing supply, while encouraging thoughtful planning approval process changes to deliver homes of all typologies more quickly and cost-effectively. At the same time, the urgent need for climate action means there can be no compromise in safeguarding green spaces or ensuring the environmental sustainability of both new and existing housing.

This in-person plenary follows the premise of the OAA-commissioned SvN Architects + Planners report, which examined design and regulatory opportunities to address housing affordability. At a high level, the findings were simple: increase supply, make homes financially attainable, and address the current urgency now. The question is: **how?** What roadblocks are currently in the way? How can architects play a role?

The event explores the current state of housing as experts come together for practical, real-world solutions from new building materials and assemblies, to site plan approval and red tape, to transit-oriented developments and missing-middle infill zoning.

Closing Keynote

To complement the virtual keynote and serve as a bookend to the plenary and bring Conference to a close, an in-person plenary is being planned. Further feedback is being sought by members of the OAA's Communications and Public Education Committee (CPEC). More information will be shared in due course.

Special Events

The Power Station has been secured for the Opening Night Party, which kicks off Conference the evening of Wednesday, May 22.

Ravine Winery has been secured for Archifête. It may also be the site for the Celebration of Excellence (featuring the Design Excellence and OAA Service Award winners), with the Niagara Falls Convention Centre also being explored. With respect to the awards program, submissions close on January 19. The two juries (one of which will include the OAA President) will gather at the OAA Headquarters in February to make their decisions.

OAA staff also understand plans are beginning to take shape for the Local Architectural Society's social event, and have been in touch with the Niagara Society of Architects president and the Councillor liaison. This would be the evening of Tuesday, May 21 and is tentatively being booked for the Niagara Falls Exchange (NFX)—the epicentre of the city's arts and culture scene.

App and Electronic Check-Ins

In November, OAA Communications and staff met with an app developer to explore the possibility of an iOS/Android app that would provide information about the event, both pre-Conference and during, including registration information, wayfinding, messaging communications, etc.

Since December, staff are exploring further technological solutions, such as apps and QR codes, to track ConEd session attendance and allow admission. This would eliminate the need for paper-based tickets for not only learning sessions, but also special events. While this is in line with climate-based goals to reduce paper use, it is critical to ensure the integrity of the ConEd reporting system.

More information will be shared as it becomes available. (Funds for an app have been accounted for in the approved Conference budget, should timelines allow it to move forward.)

Sponsorship

According to MCC, the event's sponsorship program continues to progress nicely, with more than \$200,000 already secured. The mix of new and returning sponsors bodes well for both this year and the future.

Future Conferences

In terms of the future, CPEC will be meeting in first-quarter 2024 to put forth a theme for the 2025 OAA Conference, scheduled for Ottawa. It will also help decide upon a theme for the SHIFT2025 Architectural Challenge awards program, which will be featured at that event.

Additionally, the Committee will be bringing to Council its recommendation for a location for the 2027 event. (As a reminder, the Waterloo Region has been chosen as the site of the 2026 Conference.)

Action

None. For information only.

Attachments

Appendix_ConferenceProgram2024.pdf