RAIC Annual General Meeting
Tuesday, June 9, 2020

RAIC Annual General Meeting
Tuesday

Moved by: _____ Seconded by: _____

9. Presentation of Financial Statements for Fiscal Year 2019

Jason Robbins, MRAIC, First Vice-President, will present the audited financial statements of the RAIC for the fiscal year ending December 31, 2019.

MOTION to accept the audited financial statement s for 2019 as presented.

Moved by: _____ Seconded by: _____

10. Appointment of Auditors for 2020

A Chartered Accountant or firm of Chartered Accountants shall be appointed as auditor by those Members present at the Annual Meeting to hold office until the close of the next Annual Meeting provided that if the Members fail to do so, the Board shall forthwith make such appointment. During the 2019 RAIC AGM, the members approved the appointment of Welch LLP as the RAIC auditor for the fiscal year 2019, 2020 and 2021. Welch wa0.003 Tw T* [99999999999999999999961(c)4 (h,)

It was MOVED by Pierre Gallant, FIRAC and SE,Gt, FIRAC

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in June.

Randi Dhar, PP/FRAIC asked if all festivals will now be hosted independently.

M. Brennan responded that even though the Conferences are planned to be hosted independently this does not mean that partnerships are not possible.

Dave Edwards, PP/FRAIC asked what are the dates for the following conference.

M. Brennan (response) provided that the information regarding the next Conferences can be found on C

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Contents

PRESIDENT’S REPORT

CHIEF EXECUTIVE OFFICER’S REPORT

President's Report

As I write this in the midst of the COVID-19 pandemic, it is difficult to reflect on what transpired in 2019 without seeing it through the present context. Today the present is uncertain—nevermind trying to imagine what the future holds. The metric by which we measured success a few months ago might be completely irrelevant at the moment. As you read this, I hope each of you is safe and well.

*PWI[LIVI MR XLMW &RRYEP 7ITSVX XLI [SVH ûRERGMEP detailed accounts of the 2019 RAIC programs and activities which indicate, to me at least, a return to organizational stability—the ink is black and growth is positive. Governance renewal is ready for your consideration. A strong foundation has been built upon which to begin a new planning cycle.

8LI ûRERGMEP VITSVX JSV WLS[W E QSHIWX WYVTPYW EPQSWX I\EGXP] XLI EQSYRX budgeted for the year. This positive performance is attributable to growth in membership—both in numbers and revenue—and growth in organizational partnerships, as well as expanded continuing education opportunities.

Festival in Toronto, despite being a one-time variance from the traditional calendar-cycle, was very well attended and, by all accounts, a great experience. The 2020 budget conservatively forecasts a further positive variance, and that [MPP QEVO XLI ûVWX XMQI WMRGI XLEX [I LEZI IRNS]IH XLVII WYGGIWWMZI]IEVW SJ ûRERGMEP WYGGIWW

2SWX SJ SYV IúSVX MR [EW WTIRX MR XLI HMWXMRGXP] YRKPEQSVSYW TYVWYMX SJ KSZIVRERGI reform. I am profoundly grateful to Committee Chair—now President—John Brown, and the rest of the committee, for their unwavering commitment to this task and to all board members who regularly and rigorously examined draft documents/h all board members åòbgpG I€ • P VXGTIP • 0 € •4 pÐ pIp0 € • à]‡ 0XAhI € p † Z0 I XAh &w

It is upon the strength of these fundamentals that the future of the Institute will be founded. Many of the face-to-face events scheduled for 2020 have been altered by the current circumstances. Among them was a three-year strategic planning exercise that is being restructured at the time of this writing. Too important to be postponed, the process will likely involve a virtual session to plan for immediate priorities for 2021, with a follow up to be determined as circumstances permit.

These few words make these accomplishments sound simple—I wish it were so. Governance and the operational management of a successful organization like XLI 7&.(MW E XIEQ WTSVX &RH QEOI RS QMWXEOI ZSI are a team. We respect one another, we support one another, we challenge one another, and we share in these successes together. It may be a cliché to say that it has been an honour for me to have been your 79th President. Nevertheless, I count every one of the two years, three months, and 21 days as a distinct privilege—pun intended.

& WMKRMûGERX EQSYRX GLERKIH JSV XLI 7S]EP
Architectural Institute of Canada in 2019. If there is a

Board of Directors

PRESIDENT
Michael Cox, FRAIC

FIRST VICE-PRESIDENT
John Brown, FRAIC

SECOND VICE-PRESIDENT AND TREASURER
Jason Robbins, MRAIC

BRITISH COLUMBIA/YUKON
Sean Ruthen, FRAIC

ALBERTA/NORTHWEST TERRITORIES
Dale Taylor, FRAIC

SASKATCHEWAN/MANITOBA
Jason Robbins, MRAIC

ONTARIO SOUTHWEST
Susan Ruptash, FRAIC

ONTARIO NORTH, EAST AND NUNAVUT
Emmanuelle Van Rutten,

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CHIEF EXECUTIVE OFFICER
Mike Brennan

EXECUTIVE COORDINATOR
Danielle Catley

Chapters, Events, and Task Forces

Membership, Corporate Partnerships and Operations

DIRECTOR OF OPERATIONS
Diane Wessman

SPONSORSHIP AND DEVELOPMENT MANAGER
Katie Russell

MEMBERSHIP COORDINATOR
Sarah Holtman

MEMBERSHIP ADMINISTRATOR
Gretta Inamaharo

Honours and Awards/ College of Fellows

DIRECTOR, AWARDS AND HONOURS /COLLEGE OF FELLOWS
Chantal Charbonneau, CAE, Hon. MRAIC

PROGRAM OFFICER
Breann Oneid

Advocacy and Communications

COMMUNICATION ASSISTANT
Tanner Morton

GRAPHIC DESIGNER
Vicky Coulombe-Joyce

DIRECTOR OF ADVOCACY AND COMMUNICATIONS
Maria Cook (former); Eva Schacherl (interim)

DIGITAL COMMUNICATIONS SPECIALIST
Angie Sauvé (former)

Finance

DIRECTOR OF FINANCE
Vicky Wang

FINANCE ADMINISTRATOR
Veronica Arjona

“

The result is timeless and inspiring, a building that uses a language of space and light, form and materials, to express an interpretation of Baha’i philosophy and teaching that becomes universally accessible as a shared spiritual and emotional experience.”

Jury Comment

Jury Composition

The jury for the 2019 RAIC International Prize consisted of:

Anne Carrier, FRAIC – Founder of Anne Carrier Architecture (Lévis, Quebec), E ûVQ XLEX VIGIMZIH XLI ,SZIVRSV ,IRIVEP¶W 2IHEP MR &VGLMXIGXYVI MR and the Architecture MasterPrize in 2018. Carrier is the president of the Association of Architects in Private Practice of Quebec (AAPPQ).

Stephen Hodder, MBE – Hodder Associates (Manchester, UK) received the most important award in British architecture for a single building, the MREYKYVEP 7.'& XMVPMRK 5VM^I ERH LEW [SR SZIV QENSV E[EVHW -SHHIV is past president of the Royal Institute of British Architects.

Barry Johns, FRAIC – Principal of Barry Johns Architects (Edmonton,

Awards of Excellence

Brent Bellamy

Borden Park Natural Swimming Pool

Borden Park
Edmonton, AB

Completion: 2018
Client: City of Edmonton
Architects: gh3*

Jury Comment

“The strength of the simple, yet powerful architecture is beautifully integrated with the biological systems that provide healthy user experiences, both physically and psychologically.”

(I V X M û G E X I S J 2 I V M X West Block Rehabilitation Project

Parliament Hill
Ottawa, ON

Completion: 2018

Client:

Campus Energy Centre (CEC)

Klaus Nienkämper
Nienkämper
Toronto, ON

Jury Comment

Honours and Awards

The RAIC administers Canada's only large-scale national awards program for architecture. The program promotes excellence in the built environment by showcasing outstanding achievements. It serves also to heighten public and media awareness of architecture and the people who create it.

Architectural Firm Award

LGA Partners
Toronto, ON

"LGA's diverse portfolio represents a wide range of building types that E V I Y R M û I H M R X L I M V G S Q Q M X Q I R X X S W X Their community-minded approach, combined with innovative

The College of Fellows of the Royal Architectural Institute of Canada is composed of members who have been approved by the Board of Directors of the RAIC and advanced to Fellowship by the College of Fellows in accordance with these Rules and Regulations. The Fellows and Honorary Fellows are known collectively as the College of Fellows.

I would like to begin my report with congratulations to the 41 individuals from across the country that were named to the RAIC College of Fellows for 2019 in recognition of outstanding achievement.

The 2019 RAIC International Prize recognized the Baha'i Temple of South America in Santiago, Chile and Siamak Hariri from Hariri Pontarini Architects as the winner of the RAIC International Prize.

The RAIC Foundation also recognized three winners of the 2019 RAIC International Prize Scholarships. Laure Nolte of Dalhousie University, Lucie Palombi from University of Montreal and Odudu Umoessien of University of Manitoba were the recipients.

As a national organization, the College of Fellows—and the greater RAIC—must have inclusivity as a core value. At the RAIC Festival in Toronto, the RAIC College reviewed expressed concerns that use of the title "Fellow" is perceived to be an

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National Committee

The National Committee consists of the Chancellor, the Dean, the Registrar, who are elected by Fellows as well as two immediate past presidents of the Royal Architectural Institute of Canada who have completed their term on the RAIC's Board of Directors. Each of the past-Presidents serve a two-year term.

CHANCELLOR: Diarmuid Nash, PP/FRAIC

DEAN: Thomas Emodi, FRAIC

REGISTRAR: Randy Dhar, PP/FRAIC succeeded by Claudio Brun del Re, FRAIC

PAST-PRESIDENTS: Samuel Oboh, FRAIC and Wayne DeAngelis, FRAIC

Regional Committee Chairs

The Regional Advisory Committees of the College of Fellows provide regional feedback, TPE] E QENSV VSPI MR XLI RSQMREXMSR SJ RI[+IPPS[W ERH SVKERM^I PSGEP IZIRXW 8LI (LEMV is appointed by the Chancellor, in consultation with the National Committee and the outgoing Chair of each regional committee.

ATLANTIC: Edmond Koch, FRAIC

QUEBEC: C. Hamelin Lalonde, FIRAC

ONTARIO: Gerrie Doyle, FRAIC and David Caulfeild, FRAIC (Northeast & Nunavut)

ONTARIO: Mary Jane Finlayson, FRAIC (Southwest)

MANITOBA: Donald Oliver, FRAIC

SASKATCHEWAN: Derek E. Kindrachuk, FRAIC

ALBERTA & NWT: Jane Ferrabee-Pendergast, FRAIC

BRITISH COLUMBIA: Sebastian Butler, FRAIC (Yukon)

VICTORIA CHAPTER: Terence J. Williams, PP/FRAIC

2019 Honorary Fellows & Fellows

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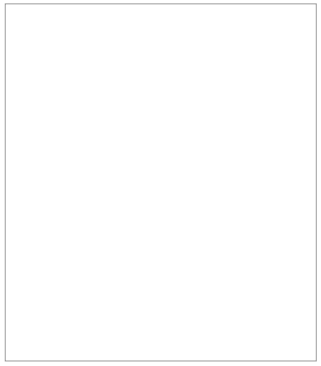
other eminent or distinguished persons, nationally or internationally, who have been approved by the Board are eligible to become Honorary Fellows.

The 2019 Honorary Fellows are:



Vishaan Chakrabarti
Hon. FRAIC

Elizabeth Chu Richter
Hon. FRAIC

Ivenue Love-Stanley
Hon. FRAIC

Renzo Piano
Hon. FRAIC

Denise Scott-Brown
Hon. FRAIC

A Fellow is a member of the Institute who has achieved professional eminence or has rendered distinctive service to the profession or the community at large. The College administers nomination and advancement to Fellowship.

The 2019 Fellows are:

- Robert Allen, FRAIC
- Mark Berest, FRAIC
- Brian Bertrand, FRAIC
- Robert J. Boraks, FRAIC
- Sydney Elizabeth Browne, FRAIC
- Michel Broz, FIRAC
- Bruce Carscadden, FRAIC
- Jerry Chlebowski, FRAIC
- 7S P E R H 7 S Q (FRAIC
- Chris Couse, FRAIC
- Jennifer Cutbill, FRAIC
- Donna Dolan, FRAIC
- Paul Dolan, FRAIC
- Paul George Dowsett, FRAIC
- 5E X V M G O FRAIC I N ³ V
- Andrew Bernard Filarski, FRAIC
- Graham Fligg, FRAIC
- Robert Freedman, FRAIC
- Drew Hauser, FRAIC
- Kathleen Kurtin, FRAIC
- Lisa Landrum, FRAIC
- Ronald LeLievre, FRAIC
- Graham Livesey, FRAIC
- Rocco Maragna, FRAIC
- Erich Marosi, FRAIC
- Chris McQuillan, FRAIC
- Barbara Miszkiel, FRAIC
- Craig Mosher, FRAIC
- Emilio Raimondo, FRAIC
- Verne Reimer, FRAIC
- Patrick Saavedra, FRAIC
- John Warren Scott, FRAIC
- Elizabeth Songer, FRAIC
- Reno Soucy, FRAIC
- David Stavros, FRAIC
- Mark Sterling, FRAIC
- Richard Lyle Stevens, FRAIC
- P

Festival of Architecture

The Royal Architectural Institute of Canada (RAIC) welcomed attending delegates to the 2019 Festival of Architecture in Toronto. The theme for the event was “The Future of Architecture.”

Attending practitioners joined leaders and emerging talents in architecture and design, students, faculty and allied

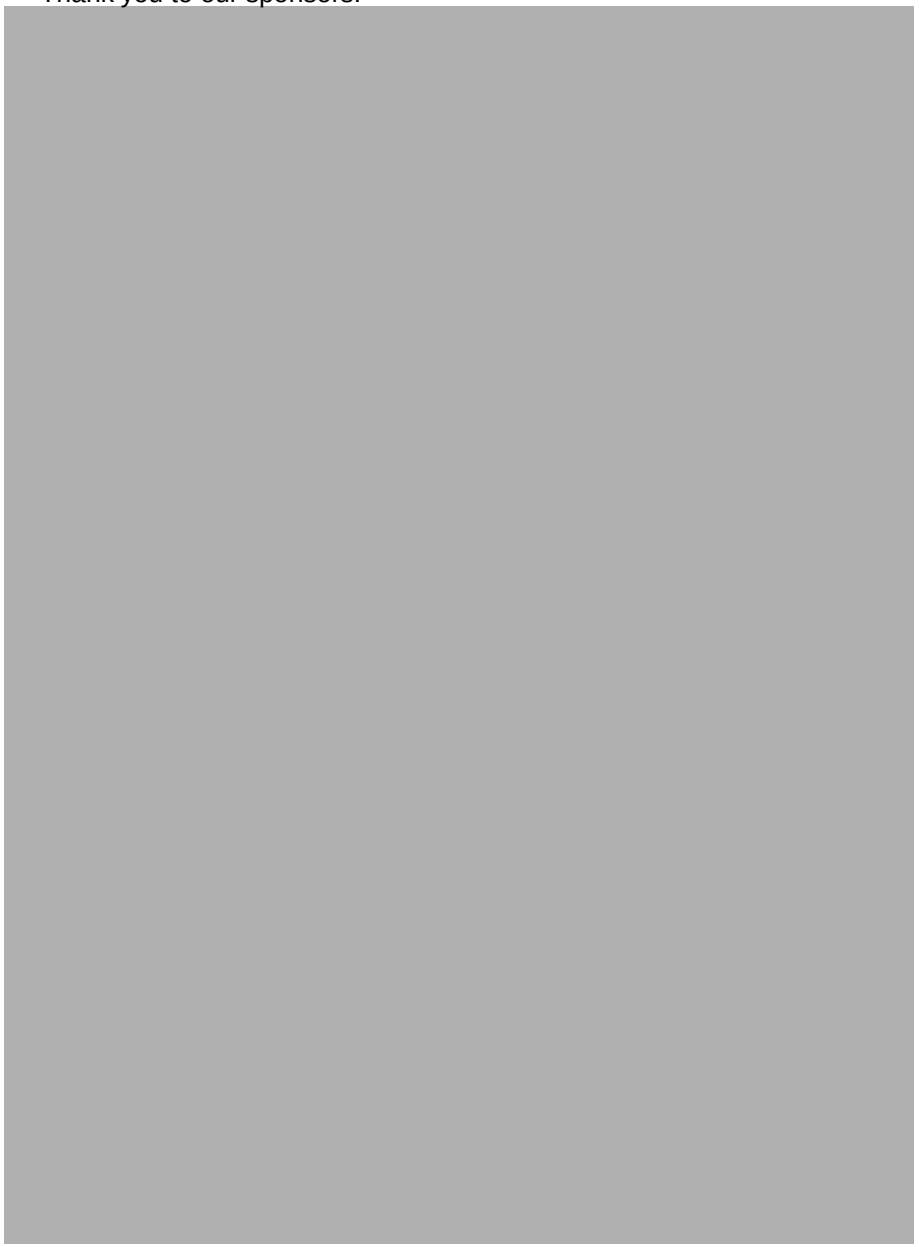
Tradeshow

In 2019, the RAIC hosted a professional Trade Show that ran during Festival. Over 50 industry leading organizations took part during the three days of the Trade Show.

Thank you to our exhibitors:

Sponsors

Thank you to our sponsors:



Programs, Committees and Task Forces

Continuing Education

(SRXMRYMRK IHYGEXMSR MW E VIUYMVIQIRX JSV EPP EVGLMXIGXW XLVSYKLSYX XLIMV GEVIIVW 8LI 7&.(LEW PSRK SúIVIH LMKL UYEPMX] PIEVRMRK STTSVXYRMXMIW and credits. In 2019 the RAIC expanded its continuing education program. The practice-based continuing education program directly addresses the needs of practitioners at every stage of their careers.

8LI LMKLP] WYGGIWWJYP 5VSNIGX 2EREKIQIRX JSV &VGLMXIGXW GSYVWI LIPH WM\ workshops in Halifax, Winnipeg, Montreal, Victoria and twice in Toronto. The RAIC also launched a new webinar series, Webday Wednesday. The series explored topics such as wood construction, social media and GSQQYRMGEXMSRW HIWMKR EHETXMZI VIYWI ERH EHZERGIH XIGLRSPSK] webinars were held with over 714 registrations in 2019. The RAIC also launched two new courses as a part of the '…for Archit1 (0()24 (4)(w)75rWm)19nion, soinaresses

Emerging Practitioners Committee

The mission of the RAIC Emerging Practitioners Committee (EPC), chaired by Fotini Pitoglou, is to connect and strengthen the voice of emerging practitioners across Canada in order to serve, inspire and advocate for their continued professional growth on the path to licensure. 2019 was EPWS XLI]IEV [LIVI XLI XIVQW SJ VIJIVIRGI [IVI YTHEXIH XLI VIüIGX XLI ongoing mission and priorities of the EPC.

*RWYVMRK EGGIWW XS VIPIZERX IHYGEXMSR XLI *5([SVOIH [MXL 7&.(WXEú XS IRWYVI VSFYWX SúIVMRKW MRGPYHMRK [IFMREVW SR XLI JSPPS[MRK XSTMGW *\&(TVITEVEXMSR VIKMWXVEXMSR VIUYMVIQIRXW ERH 6 & WXYH] XMTW EW [IPP EW Contract Administration and the National Building Code – parts 3 and 9.

Another focus in 2019 was to encourage the engagement of RAIC EP members during the RAIC Festival on Architecture. The EPC carried out a number of events during the 2019 Festival in Toronto, including:

- EP

Indigenous Task Force

The Indigenous Task Force (ITF) of the RAIC, chaired by Dr. Patrick Luugigyoo Stewart (Nisga'a), MRAIC, seeks ways to foster and promote Indigenous design in Canada. Its mission is to advocate on behalf of First Nations, Metis and Inuit communities across this land. After an amazing and inspiring six-month-long exhibition in Venice as the Canadian representative at the Venice Biennale in 2018, the ITF opened UNCEDED at the Canadian Museum of History on May 2, 2019. UNCEDED is scheduled to remain open at the Museum of History until Fall 2020.

The ITF continues to be involved in many activities of national E V G L M X I G X Y V E P W M K R M û G E R G I 2 I Q F I V W E V I T E V X M G M T E X M R K M R X L I . R H M K I R S Y W Housing Innovation Initiative through Impact Canada, the Healthy Homes Initiative with the National Research Council, and with the Assembly of First Nations in its proposals for an Indigenous Peoples House at 100 Wellington Street in Ottawa.

Internationally, members of the ITF have been participating with Maori architects, landscape architects, designers, and planners since the

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British Columbia Chapter

Launched January 1, 2019

Chair: Carrie Smart, AIBC, MRAIC, LEED, AP

Metro Vancouver Network:

Interim Chairs: Sean Ruthen, FRAIC and Giovanna Boniface, MRSc.
Goals: Engagement of local architects, public lectures, engagement with UBC school of architecture and landscape architecture students,

Initiatives:

- Praxis Mixer with graduating students;
- Built City Speaker Series;
- Relaunch of Art by Architects fundraiser.

Mid-Island Network:

Chair: Angela YP Quek, AIBC, MRAIC, PEAI
Goals: Creating community, advising the Municipality, impacting public space design.

Initiatives:

- Regular meetings with the local municipality meetings.

Victoria Network:

Chair: Carrie Smart, AIBC, MRAIC, LEED AP,
Goals: Communication, education, advocacy, inclusivity and social opportunity

Initiatives:

- Speeches at Oak Bay Council and School District re: climate change;
- Letters to Oak Bay Municipality, City of Victoria and RAICPlanning for local speakers bureau Development of LinkedIn social media.

Alberta Chapter

Launched April 1, 2019

Chair: Cynthia Dovell AAA, OAA, MRAIC

Calgary Network

Co-chairs: Jay Boyce, AAA, AIBC, MRAIC, WELL AP
and Brent Welty, AAA, AIBC, MRAIC, LEED AP
Secretary: Dr. Henry Tsang, OAQ, MRAIC, LEED GA, WELL AP

Edmonton Network

Chair: Cynthia Dovell AAA, OAA, MRAIC
Goals: engagement with architectural community

Initiatives:

- “Fellows Talks” – two in 2019
- Networking events - Trivia nights
- Education- Timber Tower Talk with Kevin Flanagan

Atlantic Canada Chapters

Initial stakeholder meetings with each province completed in Winter/Spring

In-person RAIC forums completed:

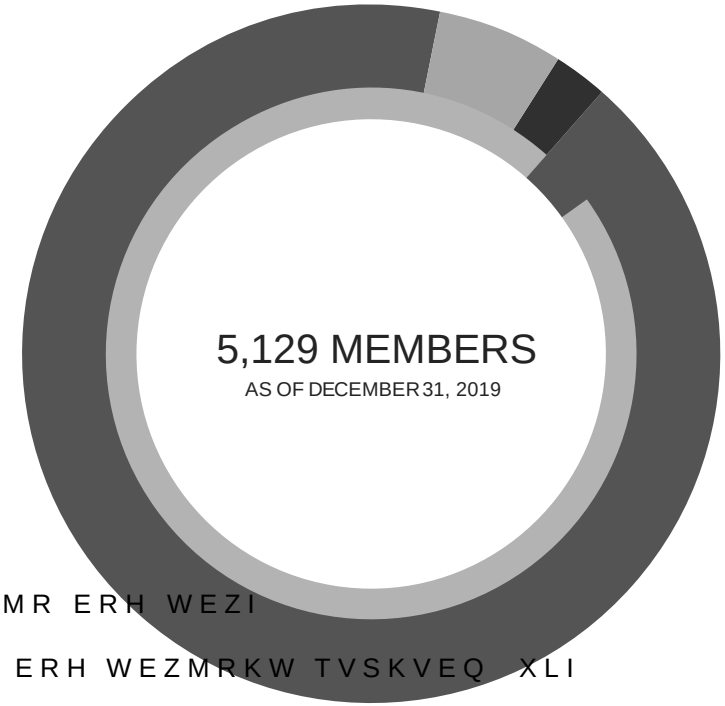
- Newfoundland (St. John’s) - June 14, 2019
- New Brunswick (Moncton) - June 17, 2019
- Nova Scotia (Halifax) - June 18, 2019
- PEI (Charlottetown) - June 19, 2019

Membership

Membership: A Year in Review

As of December 31, 2019, the Royal Architectural Institute of Canada recruited and maintained a total of 5,129 members in all categories. The renewal rate was 93 percent, following closely with previous renewal trends that consistently exceeded 90 percent. This high retention rate is indicative of strong member engagement and a well-established community within architectural practice and its associated sectors.

Numerous initiatives for recruitment were undertaken in 2019, resulting in 434 new members being welcomed to the RAIC. We incorporated students enrolled in the RAIC Syllabus program and promoted recruitment XLVSYKLSYX F] EHHMRK RI[MRGIRXMZIW XS NSMR ERH WEZI XEVXMRK JVSQ ER EPVIEH] I\XIRWMZI 7&.(FIRIûXW ERH WEZMRKW TVSKVEQ XLI RAIC expanded the program to include discounts with the International Trade Council, Dell Small Business and improved savings on the RAIC Online Store. In 2019, the RAIC membership department focused on increasing engagement with members, improving user experience with XLI [IFWMXI ERH TVSQSXMRK XLI QIQFIV FIRIûXW ERH WEZMRKW TVSKVEQ



309 NEW MEMBERS (from Renewed)

125 NEW MEMBERS (Reinstated)

4,695 RENEWED MEMBERS

4,949 MEMBERS IN 2018

Membership Survey

A membership survey was conducted in 2019 to assess our members' QSWX [MHIP] YWIH FIRIûXW (SQTEVEXMZIP] XLI RIIHW VIKEVHMRK XLI QIQFIV WEZMRKW ERH based on the importance to our members GSQQYRMGEXMSR TEXL[E]W FIX[IIR SYV QIQFIV and the profession include RAIC contracts and publications, advocacy, assess how the RAIC can improve as the national association for the built environment. With hundreds of insightful responses, we set out to discover how we can improve RAIC membership for a stronger profession.

From the survey, we discovered that in the last 2 years, magazine subscriptions, the RAIC newsroom, and continuing education were the

and continuing education.

On a scale of one to ten, the average rating for our membership was an IMKLX ;I JYVXLIV KEXLIVIH E PEVKI VERKI SJ WY[K XLI 7&.(WLSYPH I\TPSVI EW E JYXYVI FIRIûX S W about what pains our members experience in the workplace so that we may better understand and assist with those pains when possible.

Communications and Advocacy

8LI 7&.(LEH X[S WMKRMûGERX JIHIVEP KSZIVRQIRX MRMXMEXMZIW HYVMRK XLI autumn of 2019. As the federal election to decide the next government of Canada was taking place in October, the RAIC was reaching out to the

Financial Performance

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4YV QENSV VIZIRYI HVMZIVW GSRXMRYI XS FI QIQFIVWLMT KVS[XL ERH GSRXMRYMRK IH
development. 2019 expenses were kept in check through careful management of administration costs.

Membership increases continue to contribute to RAIC revenues. 2019 saw a record member renewal rate. Professional
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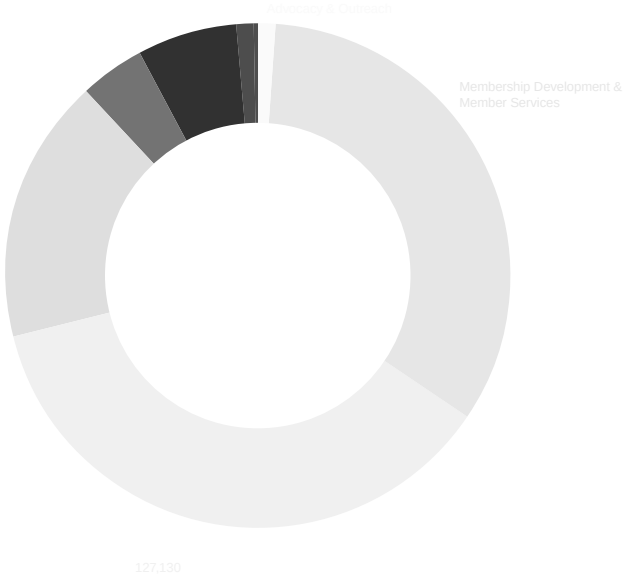
QIQFIVWLMTW 8LI 7&.([MPP GSRXMRYI XS JSGYW SR QIQFIVWLMT KVS[XL TVSZMHMRK QSVI
opportunities to members.

Revenue and Expenses

REVENUE	2019	2018
Advocacy & Outreach	50,027	55,498
Membership Development & Member Services		
Practice Support & Continuing Education		1,015,118
Festival of Architecture		440,021
RAIC Syllabus Program		131,227
Recognition & Support of Excellence		174,885
International Support	-	3,274
Support of RAIC Operations	41,194	
Support of Chapters		
TOTAL REVENUE	$ 3,863,604	$ 3,073,913

EXPENSES		
Advocacy & Outreach		141,983
Membership Development & Member Services	127,423	
Practice Support & Continuing Education	1,353,389	980,021
Festival of Architecture		
RAIC Syllabus Program	117,957	79,478
Recognition & Support of Excellence	408,502	
International Support		20,942
Support of RAIC Board		127,130
Support of RAIC Operations	815,088	808,510
Support of Chapters		
TOTAL EXPENSES	$ 3,840,641	$ 3,016,677

Net Revenue	22,963	57,237
Net Assets, Beginning of Year	441,098	383,860
Net Assets, End of Year	$ 464,060.62	$ 441,097.62



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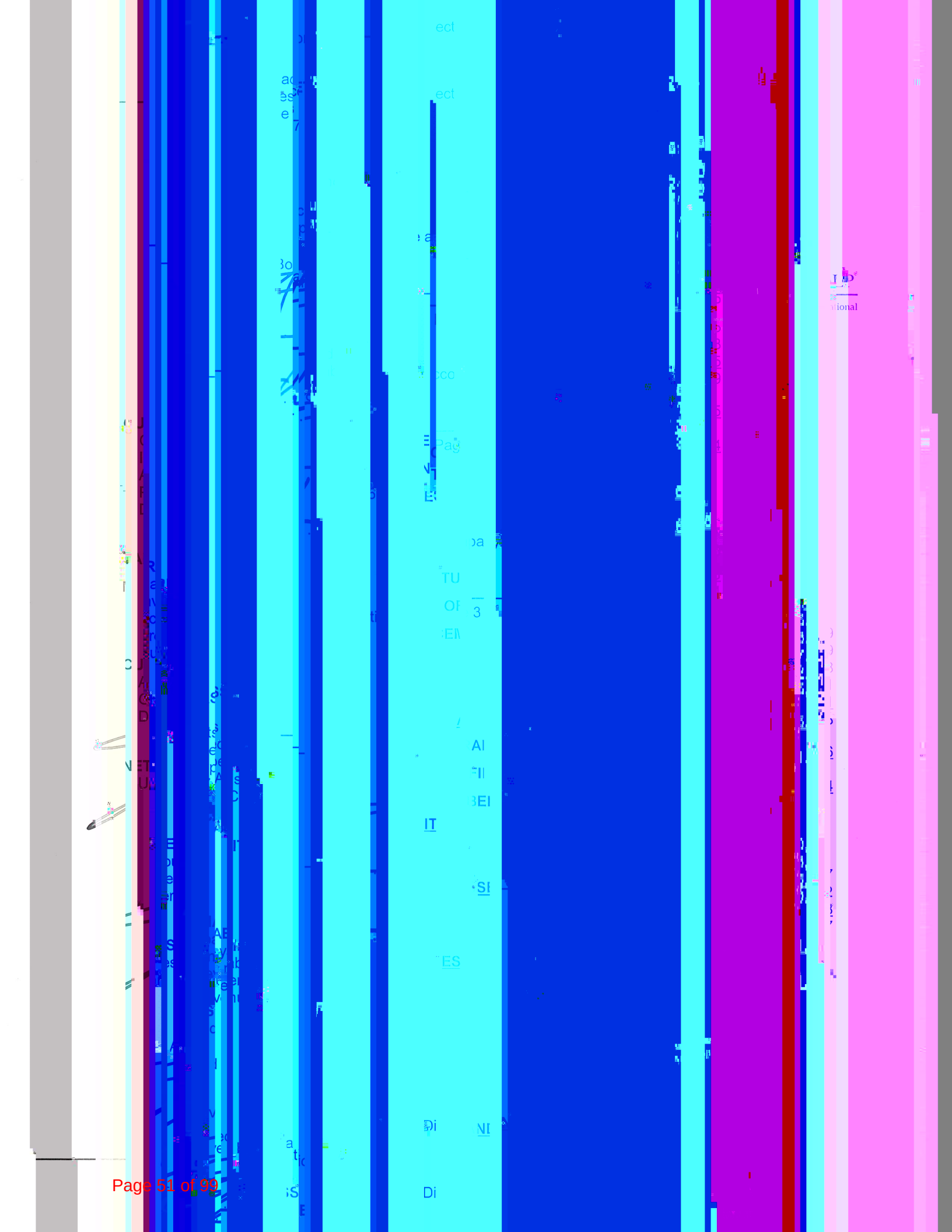

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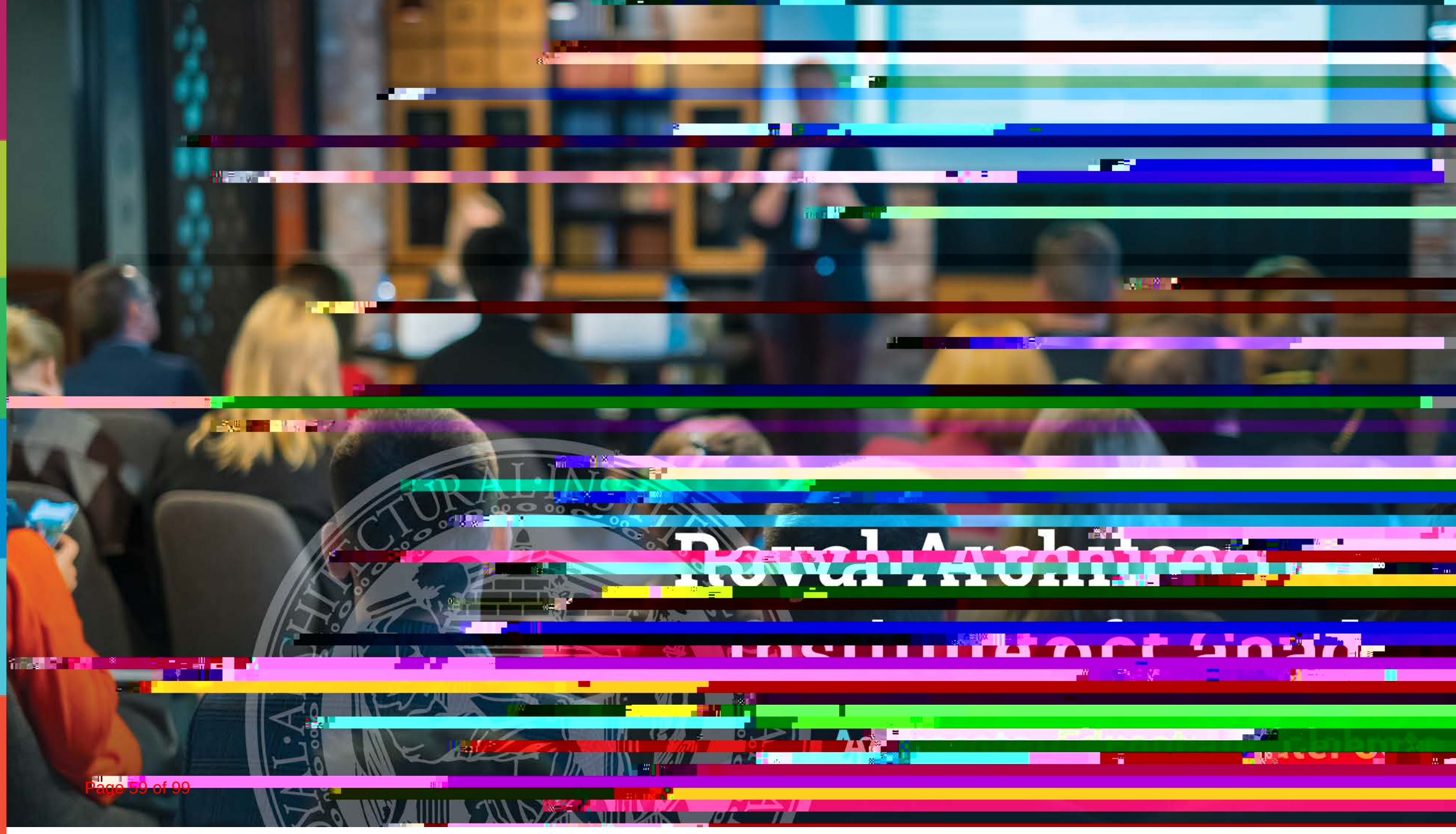
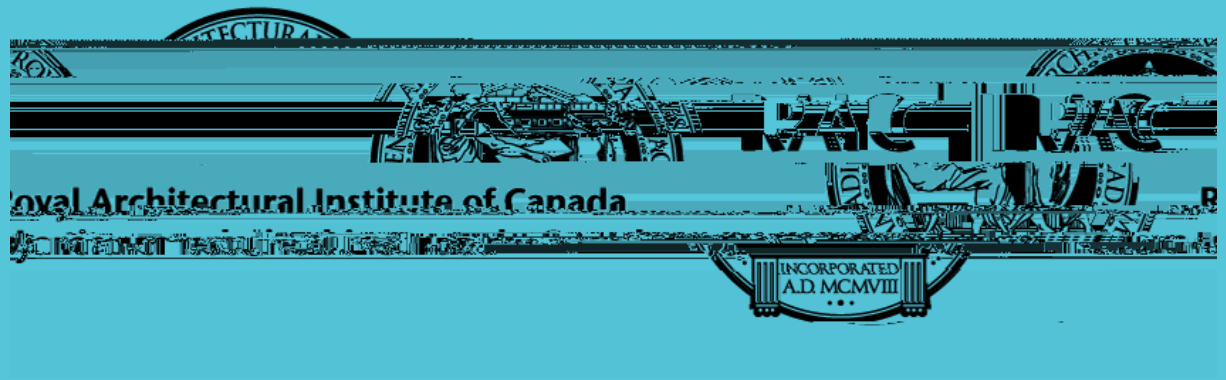


Proposed By-Law Revision

RAIC Membership Consultation Session



Membership

What Stays the Same

- **Those eligible for membership**
  Registered architects, Registered interns and intern architects, Full-time architecture faculty, Graduates of accredited Canadian architecture programs, Graduates of international architecture programs who have CACB certification, Registered retired architects.

- **Use of abbreviation**
  All members permitted to use M.R.A.I.C. after their name.

  For compliance, M.R.A.I.C / F.R.A.I.C / Hon. M.R.A.I.C/ Hon. F.R.A.I.C are called abbreviations rather than designations.

What's New

- **One Class of Membership**
  For compliance, there is one class of membership. All members vote and have equal rights and responsibilities.

- **Conduct of Members**
  For compliance and good governance, there is a new section with a mechanism for disciplining members who contravene provisions of RAIC By-laws and policies, or carry out conduct that may be detrimental to the RAIC.

- **Termination of Members**
  For good governance there are additional conditions for termination

Board Composition

What's New

- **Separation of Saskatchewan and Ma**

Board Composition

What's New

- **Anticipating Future Growth**

  For good governance and operational and governing efficiencies there are provisions to eventually expand the size of the Board from 15 to a maximum of 2 ð members through additional Regional Representation in the Atlantic Provinces and the North as well as a Secretary and Officer position and up to 2 Directors-at-Large.

  Incorporating the potential for expansion at this point in time means that future Boards will not need to ri

New Policies and Procedures

What's New

- **Risk Management Framework**
  For risk reduction and operational and governing efficiencies a process has been adopted for identifying and mitigating potential risks to the Institute.

- **Whistleblower Policy**
  For good governance and risk reduction a policy and process has been adopted for enabling and processing whistleblow

New Policies and Procedures

Governance Manual Content
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What's New

- **Conflict of Interest**

  For risk reduction and good governance there is a policy and process for identifying and mitigating conflict of interest for Directors and those members who volunteer for the RAIC.

- **Committees and Task Forces**

  For risk reduction, good governance and operational and governing efficiencies the terms of reference for Standing Committees, Ad-Hoc Committees and Task Forces have been revised to increase effectiveness, ensure broader representation and membership engagement.

Implementation Schedule

- **February – April 2020**

  Tetial
  Online distribution of proposed By-Laws and summary of changes to all members through RAIC e-notice and Bulletin.

  Monthly webinar consultation sessions to raise awareness and answer questions about the proposed By-Laws.

  Members provide feedback during the webinars, by email and mail.

- **May 2020**

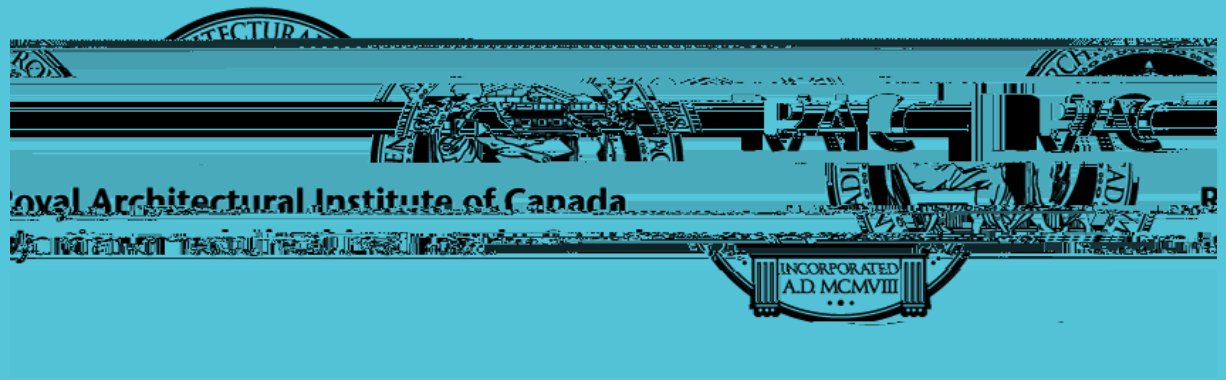
  Review of Member feedback and potential revision to proposed By-Laws by the Board.

- **June 2020**

  The in-person information session has been cancelled due to the cancellation of the RAIC Conf

Phase II – Post June 2020

- Membership Composition
- Nomination of the Representatives At Large
- Changes to the RAIC College of Fellows
- Opening up the Act to reflect the RAIC overarching business tools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