



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

Council Policy

Last Revised November 2022

! IMPORTANT:

The AIBC transitioned to the *Professional Governance Act* on February 10, 2023. This document has not yet been updated to reflect the new legislation and updated Bylaws. Although there may be outdated terms and references in this document, note that the general concepts and requirements remain the same. If you have any concerns or questions, please contact OCEO@aibc.ca. For more information about the transition, go to aibc.ca/PGA.

1.0 Categories of Policy Governance:

Operational Constraints: Policies that specify constraints on executive authority regarding methods employed and acceptable conduct in achieving the council's stated Ends or Results (the actions and conditions that staff may not allow to happen in operating the organization).

Governing Process: Policies that describe the governance style and conduct that the Council will employ/follow in carrying out its role and job.

Governance General: Policies that govern all aspects of standards and practice within the profession.

Council - Staff – Relationship: Policies in this category set out the delegation of powers and authority to the Chief Executive Officer (CEO), to whom and for what the CEO is accountable, and how the Council will monitor and evaluate organizational performance.

Ends or Results: Policies that specify the strategic results/impacts to be achieved by the organization over an extended time frame (what good, for whom at what cost).

2.0 How to Read the Policy Index:

Policy Category: 1.0 Operational Constraints

Policy Focus: 1.1 General: Personnel Relations

3.0 Note on Replicated Council Policy:

There are instances (indicated with an asterisk*) where a policy applies to both the CEO and to the Council. Where this occurs the policies have been placed in both Operational Constraints and in Governance Process policy categories. This has been done to inform the CEO and the Council that they both have responsibilities for the matter addressed by the policy and to avoid assumptions being made that the matter is being taken care of by someone else. Also, in these instances, it does not mean that the Council and the CEO cannot cooperate in developing and implementing the actions necessary to fulfill the policy.

Category 1.0 Operational Constraints

- 1.1 General: Personnel Relations
- 1.2 General: Emergency Executive Replacement
- 1.3 General: Employee Salary, Benefits and Perquisites
- 1.4 General: Contracting Integrity*
- 1.5 General: Philosophy of Management / Leadership
- 1.6 General: Retention, Disclosure, and Publication of Records
- 1.7 General: Non-Disclosure/Confidentiality
- 1.8 General: Information Technology (IT) Usage
- 1.9 General: Operational Boards/Committees
- 1.10 General: Financial Planning/Budgeting*
- 1.11 General: Financial Management
- 1.12 General: Assets Management
- 1.13 General: Reserve Funds*
- 1.14 Communications and External Relations: Stakeholder Relations*
- 1.15 Communications and External Relations: Government Relations*
- 1.16 Communications and External Relations: Registrant Engagement*
- 1.17 Communications and External Relations: Business Relations
- 1.18 Communications and External Relations: Media Relations*
- 1.19 Communications and External Relations: Crisis Communications*
- 1.20 Communications and External Relations: Public Outreach and Advocacy*
- 1.21 Communications and External Relations: Electronic Communications Usage
- 1.22 Professional Practice: Pro Bono Publico Services
- 1.23 Professional Practice: Advisory Design Panels
- 1.24 *Repealed*
- 1.25 Professional Practice: Tariff of Fees for Architectural Services
- 1.26 Professional Practice: Architectural Competitions*
- 1.27 Professional Practice: Terms of Engagement
- 1.28 Professional Development: Mandatory Continuing Education
- 1.29 Professional Development: Sustainability
- 1.30 Professional Development: Mandatory Designated Areas of Study
- 1.31 Professional Conduct: Complaints and Investigations
- 1.32 Professional Conduct: Consensual Resolution and Disciplinary Inquiry
- 1.33 *Repealed*
- 1.34 Illegal Practice: Compliance with the *Architects Act*
- 1.35 Registration and Licensing: Admission Standards
- 1.36 Registration and Licensing: Mobility of Architects
- 1.37 Registration and Licensing: Registration of Firms and Certificates of Practice
- 1.38 Registration and Licensing: Honorary Membership

Category 2.0 Governing Process

- 2.1 Governance Model
- 2.2 *Repealed*
- 2.3 Financial Planning/Budgeting*
- 2.4 Special Levies
- 2.5 Reserve Funds*
- 2.6 Role of the President
- 2.7 Ethical Expectations
- 2.8 Contracting Integrity*

- 2.9 Agendas, Council Meetings and Conduct
- 2.10 Councillor Responsibilities and Benefits (*Updated February 2023*)
- 2.11 Annual Meeting
- 2.12 Annual Elections
- 2.13 Annual Elections of Officers
- 2.14 Council Boards/Committees
- 2.15 *Repealed*
- 2.16 Council Member Expenses, Honorarium and Remuneration
- 2.17 Communications and Engagement: Stakeholder Relations*
- 2.18 Communications and Engagement: Registrant Engagement*
- 2.19 Communications and Engagement: Government Relations*
- 2.20 Communications and Engagement: Media Relations*
- 2.21 Communications and Engagement: Crisis Communications*
- 2.22 Communications and Engagement: Public Outreach & Advocacy*
- 2.23 Role of the Council Liaison and the Registrar
- 2.24 AIBC Representation and Participation at CALA
- 2.25 Role of the Registrar in Maintaining the Register
- 2.26 Role of the Treasurer (*NEW February 2023*)

Category 3.0 Governance General

- 3.1 Professional Practice: Request for Proposals (RFPs)
- 3.2 Professional Practice: Canadian Handbook of Practice
- 3.3 Professional Practice: Specialist Designations
- 3.4 Professional Practice: Contractors and Certificates of Practice
- 3.5 Professional Practice: Building Code Letters of Assurance
- 3.6 Professional Practice: Architectural Competitions*
- 3.7 *Repealed*
- 3.8 Professional Development: National Continuing Education Framework
- 3.9 Legislation and Bylaws: Bylaw Amendments Consultation
- 3.10 Legislation and Bylaws: Rules and Rulings Notification

Category 4.0 Council and Chief Executive Officer Relationship

- 4.1 Authority and Responsibilities of the Chief Executive Officer
- 4.2 *Repealed*
- 4.3 Monitoring and Chief Executive Officer Performance Review
- 4.4 Chief Executive Officer Recruitment, Selection, Termination and Compensation
- 4.5 Communication Reporting - Chief Executive Officer to the Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.1	POLICY FOCUS:	GENERAL - PERSONNEL RELATIONS

1.1.1 With respect to personnel, both paid and volunteer, the AIBC will, in compliance with legislation, AIBC bylaws, codes and policies, have an open, collaborative, respectful workplace practising fair and equitable treatment of all persons with whom personnel interact in the performance of their duties.

Accordingly the Chief Executive Officer (CEO) will ensure that:

1.1.2 Individual job performance is the only basis for evaluation among personnel.

1.1.3 Personnel are protected from unsafe or unhealthy conditions in the workplace.

1.1.4 The spirit of the Institute's employment policies and agreements is respected.

1.1.5 Personnel, boards and committees are informed of pertinent council and organizational policies.

1.1.6 The skills and talents of personnel are respected.

1.1.7 Personnel participation in planning and contributing to the fulfillment of the mission and vision of the organization is encouraged and valued.

1.1.8 Harassment, abuse or discrimination in any form will not be practised or tolerated in the organization or in the physical environments used for programs and events.

1.1.9 All personnel involved with the Institute are valued, respected and appropriately recognized for their contribution to the work of the Institute.

1.1.10 Feedback from personnel is solicited to assess compliance with this policy.

1.1.11 The Institute remains in compliance with relevant employment, safety and human-rights regulations.

First Approved: October 1999
Revised: March 8, 2016
Last Reviewed: September 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.2	POLICY FOCUS:	GENERAL - EMERGENCY EXECUTIVE REPLACEMENT

- 1.2.1** The AIBC needs to assure short and long-term succession planning for its Chief Executive Officer (CEO).

Accordingly:

- 1.2.2** The CEO will ensure that at least one other senior staff member is fully conversant with AIBC Council policies, governance and operational issues.
- 1.2.3** Should the CEO be unable or unwilling to perform their duties, AIBC Council shall install the identified senior staff person (cf. 1.2.2, above) in the role of CEO until, either:
- 1.2.3.1** The CEO is able to resume their duties; or
 - 1.2.3.2** AIBC Council appoints a successor.

First Approved: October 1999
Revised: September 14, 2021
Last Reviewed: September 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.3	POLICY FOCUS:	GENERAL - EMPLOYEE SALARY, BENEFITS AND PERQUISITES

- 1.3.1** In compliance with legislation, AIBC bylaws, codes and policies with respect to employment compensation and benefits to employees, consultants and contract workers, the AIBC will not cause or allow undue financial risk or negative public image.

Accordingly, the Chief Executive Officer (CEO) will:

- 1.3.2** Have their own compensation and benefits set and changed by council only.
- 1.3.3** Establish compensation and benefits which:
- 1.3.3.1** Are fair and competitive, commensurate with like organizations of size, type and complexity in geographic and professional market for the skills required.
 - 1.3.3.2** Are consistent with established AIBC policies.
- 1.3.4** Establish no deferred or long-term compensation and benefits which cause unfunded liabilities to occur, or in any way commit the organization to benefits which incur unpredictable future costs.
- 1.3.5** Ensure a transparent and fair process for awarding all employment contracts.
- 1.3.6** Tri-annually review and ‘benchmark’ the pertinent market sectors apropos salaries, benefits and perquisites.
- 1.3.7** Ensure that family members or friends of Institute personnel applying for positions in the Institute will have the interviewing and ultimate hiring done by an Institute employee who is not their relative or friend.
- 1.3.8** Ensure that family members or friends of Institute personnel are not hired to work in the same department as their relative or friend.
- 1.3.9** Ensure that family members and friends of Institute personnel employed to work in the Institute do not report to or are supervised by an Institute employee who is their relative or friend.

First Approved: October 1999
Revised: September 14, 2021
Last Reviewed: September 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.4	POLICY FOCUS:	GENERAL - CONTRACTING INTEGRITY

- 1.4.1** In compliance with legislation, AIBC bylaws, codes and policies with respect to contracting services to consultants, specialists, contract workers, and volunteers, the AIBC will not cause or allow jeopardy to the fiscal integrity or public image of the institute.

Accordingly, the Chief Executive Officer (CEO) will not:

- 1.4.2** Engage in any conflict of interest with respect to the CEO's contractual responsibility including without limitation:
- 1.4.2.1** Allowing or engaging in self-dealing or any conduct of private business or personal services between the CEO and his/her family, friends, private business associates, and the institute except as procedurally controlled to assure openness, competitive opportunity and equal access to "inside" information.
 - 1.4.2.2** Failing to withdraw from the selection process, should a member of the CEO's family, friends or private business associates be considered for employment by, contract with, or volunteer service to the institute.
- 1.4.3** Act on agreements unless they are executed by both parties.
- 1.4.4** Enter into agreements with any party without exercising an appropriate level of due diligence. The CEO has discretion to undertake either a direct award or a competitive process.

Accordingly, the Chief Executive Officer (CEO) and Council together are:

- 1.4.5** Neither prevented nor restrained from jointly deciding to engage a consultant for an unbudgeted expenditure deemed to be important to the institute.
- 1.4.5.1** In such cases, the due diligence expectations and operational discretion as to the process of engaging the consultant shall apply normally.

First Approved: October 1999
Revised: March 8, 2016
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.5	POLICY FOCUS:	GENERAL - PHILOSOPHY OF MANAGEMENT / LEADERSHIP

- 1.5.1** The AIBC Council believes in an open, collaborative and inclusive organization, in which its personnel, both paid and volunteer, are skilled and talented individuals who make a significant contribution to their areas of responsibility and who also possess knowledge, creativity, and experience that can be of benefit in achieving the vision and outcomes of the organization.

Accordingly, and in compliance with legislation, AIBC bylaws, codes and policies, the Chief Executive Officer (CEO) will:

- 1.5.2** Create an organizational culture and environment that provides opportunities for personnel to contribute their talent, knowledge and expertise to organization-or system-wide planning and decision making.
- 1.5.3** Ensure that the opportunity to serve on committees is available to all registrants.
- 1.5.4** Foster a positive and cooperative personnel relationship that emphasizes collaboration, partnership and mutually beneficial problem-solving and decision-making.
- 1.5.5** Develop an organizational structure: that is innovative in addressing the management and administrative needs of the organization; that is characterized by flexibility, efficiency, relevance to function; and that places decision making authority in the hands of those people who have the responsibility and accountability for the consequences of the decisions.
- 1.5.6** Engage in decision making practices that are based on the best available evidence, consultation and input from those most likely to be affected or impacted by the decisions.
- 1.5.7** Create an organizational culture and environment characterized by: open, honest and effective communication; trust and mutual respect among all persons working in the organization; and a sense of pride in their work and in being part of an effective and relevant Institute.
- 1.5.8** Ensure that feedback from all personnel in the organization shall be solicited to assess perceived compliance with the preceding section.
- 1.5.9** Recognize the valuable contribution of all personnel.

First Approved: October 1999
Revised: March 8, 2016
Last Reviewed: September 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.6	POLICY FOCUS:	GENERAL - RETENTION, DISCLOSURE, AND PUBLICATION OF RECORDS

1.6.1 The AIBC Council recognizes that the *Freedom of Information and Protection of Privacy Act* (FIPPA) requires that retention and disclosure of certain records and personal information (as defined in Schedule 1 of FIPPA), including that of registrants, be appropriately managed.

1.6.2 The AIBC Council is committed to transparency in the AIBC's regulatory functions, in the public interest.

Accordingly, the Chief Executive Officer (CEO) will:

1.6.3 Establish procedures governing the confidentiality, disclosure, safekeeping, retention and disposition of all pertinent records over which the AIBC has jurisdiction in compliance with both federal and provincial legislation governing the freedom of information and protection of privacy, AIBC bylaws, codes and policies.

1.6.4 Publish and maintain publication guidelines in relation to complaints, discipline, and illegal practice that provide a high level of transparency and ease of access to the public to disciplinary and illegal practice dispositions and related information of public benefit.

First Approved: October 1999
Revised: January 20, 2020
Last Reviewed: September 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.7	POLICY FOCUS:	GENERAL - NON-DISCLOSURE / CONFIDENTIALITY

- 1.7.1** The AIBC Council supports openness and transparency as principle characteristics of the Institute's operation.
- 1.7.2** The AIBC Council respects an individual's rights to privacy and to protection of their personal information and is committed to ensuring compliance with applicable privacy and freedom of information legislation.
- 1.7.3** The AIBC Council recognizes that AIBC staff and registrants are recipients of private, confidential, and sensitive information in the course of their work with the Institute.

Accordingly, the Chief Executive Officer (CEO) will ensure that:

- 1.7.4** The Institute has clearly articulated privacy, confidentiality and disclosure policies, procedures, and guidelines.
- 1.7.5** Institute policies, procedures, and guidelines are readily available to all staff, registrants, volunteers, and members of the public.
- 1.7.6** All staff and volunteers to the Institute are advised of the importance of privacy and confidentiality issues to the Institute, its registrants, and the public interest.
- 1.7.7** All staff and volunteers to the Institute agree to comply with and undertake to support the implementation of the AIBC's privacy, confidentiality and disclosure policies, procedures, and guidelines.

First Approved: November 2006
Revised: September 14, 2021
Last Reviewed: September 2021

Monitoring Frequency:	3-Year Cycle
Monitoring Method:	Compliance Report
Responsibility of:	CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.8	POLICY FOCUS:	GENERAL - INFORMATION TECHNOLOGY (IT) USAGE

- 1.8.1** AIBC Council believes in the value and necessity of clear understanding and a high standard of implementation within the organization regarding the appropriate use of available information technology.

Accordingly, the Chief Executive Officer (CEO) will ensure that:

- 1.8.2** Necessary resources and IT competencies exist within the Institute and a responsible approach is determined and implemented for information technology usage befitting a self-regulated profession mandated in the public interest.
- 1.8.3** Organizational policies, practices, and protocols reflective of evolving IT industry practices are established and communicated to all persons directly or indirectly involved in carrying out the work of the Institute, which articulate responsibilities, expectations, and limitations.
- 1.8.4** Sufficient, appropriate and coordinated IT resources and competencies are: 1) resident with staff and, as applicable, consultants, contractors and suppliers; and, 2) protected by systems security regularly monitored and updated.
- 1.8.5** The organizations' information assets are identified, integrated, deployed and managed to meet its emerging needs with integrity and reliability.

First Approved: November 2006
Revised: March 8, 2016
Last Reviewed: September 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.9	POLICY FOCUS:	GENERAL - OPERATIONAL BOARDS & COMMITTEES

- 1.9.1** To assist AIBC staff in developing and implementing programs in fulfilment of legislative requirements, council policy and organizational priorities, institute boards, committees, task forces, panels and working groups may be established.
- 1.9.2** Operational Boards, Committees or Task Groups (“Operational Committees”) receive their mandates and terms of reference from and report directly to the CEO, providing advice and assistance typically through the staff members responsible for their area of interest.
- 1.9.3** Are charged with:
 - 1.9.3.1** The responsibility of identifying issues, problems and challenges that might require new or amended council policy or decision;
 - 1.9.3.2** The task of providing assistance to staff in the form of advice and feedback on actions and strategies, or hands-on involvement at the request of staff in carrying out specific programs, tasks or functions; and
 - 1.9.3.3** Presenting matters requiring policy direction to council through the CEO.
- 1.9.4** Members:
 - 1.9.4.1** Are appointed by, serve at the discretion of, and report only to the CEO or their designate.
 - 1.9.4.2** Councilors do not normally serve on Operational Committees unless the Terms of Reference for such committee specifically provide for council membership, or unless a councilor is otherwise specifically appointed.
 - 1.9.4.3** Councilors and /or non-councilor members have no authority to and are not permitted to report to council on the proceedings or activities of the Operational Committees that fall within the authority and reporting obligations of the CEO.

First Approved: January 12, 2016
Revised: September 14, 2021
Last Reviewed: September 2021

Monitoring Frequency:	3-Year Cycle
Monitoring Method:	Compliance Report
Responsibility of:	CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.10	POLICY FOCUS:	GENERAL – FINANCIAL PLANNING/ BUDGETING

- 1.10.1** The institute’s finances shall be managed prudently in accordance with Canadian Generally Accepted Accounting Principles and Canadian accounting standards for not-for-profit organizations (ASNPO), with full disclosure to and oversight by council.
- 1.10.2** The institute’s annual operating budgets shall enable the AIBC to fulfill its legislated mandate, reflect council’s strategic priorities, and protect the organization from foreseeable financial risk.

Accordingly, the Chief Executive Officer (CEO) will ensure that:

- 1.10.3** Annual operational and capital budgets are provided for council’s consideration, no later than 6 weeks before the end of the calendar year, which contain sufficient detail and disclosure of planning assumptions to enable assessment of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails.
- 1.10.4** Budgets support the organization’s operational and strategic plans.

First Approved: November 2006
Revised: March 8, 2016
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.11	POLICY FOCUS:	GENERAL - FINANCIAL MANAGEMENT

1.11.1 The organization's financial health shall be managed on an ongoing basis so as to protect it from being placed at undue risk.

Accordingly, the Chief Executive Officer (CEO) will ensure that:

1.11.2 Expenditures materially in excess of council-approved budgets are not allowed.

1.11.3 Upon discovery of a projected material budget variance, such a situation is reported to the council in a timely manner, providing recommended corrective action as may be applicable and be governed by their decision if/as appropriate.

1.11.4 He/she does not indebt the organization without council approval.

1.11.5 The organization's funds are invested or held in Schedule A Banks, the Municipal Finance Authority, and Government of Canada Treasury Bills/Bonds or Provincial Bonds, or as otherwise determined and approved by council.

1.11.6 Reserve Funds are used only with council approval.

1.11.7 Cash remains above the amount needed to service: payroll; operating costs and obligations; and debts in a timely manner.

1.11.8 Tax and other required payments or filings are timely and accurate.

1.11.9 They submit to the council, at regularly scheduled council meetings, a financial statement that summarizes the financial condition of the organization and indicates the level of compliance with the council's financial planning/budgeting and financial management policies.

1.11.10 Organization-issued cheques have the signature of the CEO and one officer of the council or one designated council member. Similarly, organization-issued direct payments utilizing the Automated Clearing House will be approved electronically by the CEO and one officer of the council or one designated council member.

1.11.11 Only with prior council approval, do they commit the organization in any manner to unbudgeted expenditures greater than \$50,000; and reports to council in a timely fashion, unbudgeted expenditures or commitments of amounts greater than \$25,000.

First Approved: October 1999
Revised: September 14, 2021
Last Reviewed: September 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.12	POLICY FOCUS:	GENERAL - ASSETS MANAGEMENT

1.12.1 The AIBC shall manage its assets prudently in order that they be appropriately protected, maintained, and not be unnecessarily at risk, consistent with best practices for like organizations.

Accordingly, the Chief Executive Officer (CEO) will ensure that:

1.12.2 Adequate property, liability, third party, and Directors and Officers liability insurance, commensurate with policies for comparable organizations, is in place.

1.12.3 Steps are taken in order that the organization, its council and staff are not exposed to foreseeable claims of liability.

1.12.4 Any asset purchase, commitment or activity complies with council policies and is consistent with those contemplated in the approved budgets and plans.

1.12.5 Real property is acquired, encumbered, or disposed of only with council approval.

1.12.6 There are adequate internal controls in place to protect the organization and its assets.

First Approved: October 1999
Revised: March 8, 2016
Last Reviewed: September 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.13	POLICY FOCUS:	GENERAL - RESERVE FUNDS

1.13.1 AIBC Council may occasionally need to address material, significant and unexpected financial requirements. In anticipation of such an event, the council will develop reserve funds from which it may draw to satisfy such requirements.

Accordingly, the Chief Executive Officer (CEO) will ensure that:

1.13.2 Reserve funds are held separate from operational funds and will not be used for ongoing operational requirements.

1.13.3 Any contributions to reserve funds are made first from accumulated surplus operating funds at the time of the contribution; and then, if necessary from allocations in the following fiscal year's budget.

1.13.4 Council approval is obtained for the use of reserve funds.

1.13.5 The Contingency Reserve Fund (CRF) will contain at least \$500,000 to cover material, significant, unexpected non-legal costs arising during the course of any fiscal year and not anticipated in the annual budget. (Examples of items which could give rise to consider a withdrawal include, but are not limited to: senior severances and related costs, insurance coverage deductibles in the event(s) of damages and/or civil suits, government direction, breach of security, information technology failure, and unplanned Special Meetings).

1.13.6 A Legal Reserve Fund (LRF) is established and will contain at least \$200,000 to cover material, significant and unexpected legal costs arising during the course of any fiscal year and not anticipated in the annual budget; and that the amount of this reserve fund be reviewed annually with the institute's general legal counsel.

1.13.7 An Operating Reserve Fund (ORF) is established and will contain a minimum of three and a maximum of six months of operating costs, and to a maximum of \$1,000,000. The amount of the ORF will be calculated each year as part of the budgeting process (depreciation and other non-cash expenses are not included in this calculation) and will be funded from accumulated surplus unrestricted operating funds. Any interest earned by the fund which causes the balance to exceed \$1,000,000 will be transferred to the Operating Fund in December of each year. This fund is intended to provide an internal source of funds for such situations as a sudden increase in expenses, significant and material one-time unbudgeted expenses, unanticipated delay or loss of revenue, or uninsured losses.

1.13.8 An external risk assessment is undertaken as may be required but no less frequently than every five years so that this Reserve Funds policy continues to meet the institute's needs.



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.14	POLICY FOCUS:	COMMUNICATIONS AND EXTERNAL RELATIONS: STAKEHOLDER RELATIONS

Preamble

The institute's organizational initiatives are more likely to succeed if they take into consideration the needs and interests of those directly affected – the stakeholders. Stakeholder engagement is a preferred business practice with particular application to public policy decision-making and delivery.

Policy Statement

- 1.14.1** In keeping with its commitment to open, transparent and sound governance in the public interest, the AIBC will seek opportunities to understand, inform, engage and influence its various relevant stakeholders with regard to organizational decisions and actions.

In administering this policy, attention will be given to the following guiding principles:

- The AIBC values inclusive, honest and mutually-beneficial relationships with its many and various stakeholders.
- Ongoing dialogue and engagement with stakeholders is a prerequisite for responsible regulation of the profession in the public interest.
- Engaging stakeholders provides an effective, ongoing means of understanding external perspectives and responding to external expectations. It is also a valid source of insight to emerging trends, risks and opportunities.
- Proper stakeholder engagement entails genuine effort to understand the stakeholders' points of views.
- The institute shall respect and consider stakeholder values, needs and interests in its decision-making.
- Effective stakeholder relations provide opportunities to align organizational objectives with societal needs and expectations.

Accordingly the Chief Executive Officer (CEO) will:

- 1.14.2** Ensure engagement of relevant stakeholders in identifying, understanding and responding to shared issues and concerns.
- 1.14.3** Allocate the necessary resources to facilitate stakeholder engagement in an effective and ongoing manner.
- 1.14.4** Direct that such engagement efforts include, but are not limited to, identified stakeholders.
- 1.14.5** Establish an operational approach whereby stakeholder engagement is used as a means to:
- 1.14.5.1** improve communications including ongoing dialogue, consultation and collaboration;
 - 1.14.5.2** gather useful data and input;
 - 1.14.5.3** build broader community support and social capital;

First Approved: July 9, 2013
Revised: March 8, 2016
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO

- 1.14.5.4 foster the implementation of initiatives;
- 1.14.5.5 verify the impact of decisions made;
- 1.14.5.6 achieve more effective decision-making; and
- 1.14.5.7 enhance the quality of services provided.

First Approved: July 9, 2013
Revised: March 8, 2016
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.15	POLICY FOCUS:	COMMUNICATIONS AND EXTERNAL RELATIONS: GOVERNMENT RELATIONS

Preamble

Regulatory bodies have the opportunity to influence public policy and governmental programs, including those at the local, provincial and federal levels. This is best realized through focused and ongoing government relations efforts. As a self-regulated profession empowered by government to oversee the profession while protecting the public interest, the importance of proactive engagement with government has added importance.

Policy Statement

- 1.15.1** The AIBC is committed to an active, ongoing process of government engagement to maximize its effectiveness as a regulator in the public interest

In administering this policy, attention will be given to the following guiding principles:

- The AIBC and its registrants have specialized knowledge applicable and relevant to many aspects of public policy development.
- The AIBC should be involved with any government initiatives that will or may impact the architectural profession and/or the built environment in British Columbia, working with the appropriate elected officials and governmental decision-makers.
- The AIBC is committed to fostering dialogue and providing information and advice to all levels of government on architecture-related matters, particularly those concerning public policy.
- The AIBC's public interest mandate is well served through monitoring the political landscape while maintaining open lines of communication to all levels of government.

Accordingly, the Chief Executive Officer (CEO) will:

- 1.15.2** Ensure the ongoing execution of a proactive strategy for engaging with elected politicians and government representatives at all levels.
- 1.15.3** Encourage the positioning of the AIBC as a supportive contributor to government in its development of legislation, policies and programs.

First Approved: July 9, 2013
Last Revised: November 10, 2020
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.16	POLICY FOCUS:	COMMUNICATIONS AND EXTERNAL RELATIONS: REGISTRANT ENGAGEMENT

Preamble

The strength of the AIBC lies in the ongoing support of its registrants. As such, it is important that the registrants maintain confidence in the institute and its directions. Through effective consultation and dialogue, an organization is able to achieve a higher level of understanding, improved decision-making and greater accountability. Effective engagement, characterized by an ongoing, inclusive process for sharing information and inviting feedback in order to foster sound decision-making, provides a mechanism to determine how likely organizational directions are aligned with the interests and expectations of the registrants.

Policy Statement

- 1.16.1** The AIBC is committed to an active, ongoing process of engagement to ensure open communications and interaction with its registrants.

In administering this policy, attention will be given to the following guiding principles:

- The AIBC is committed to fostering interactive communications and consultation in the development and delivery of its policies, programs and services.
- The AIBC regards registrant engagement process as an important and valuable vehicle to bring forward useful and relevant information.
- The AIBC supports an organizational culture of openness and transparency with regard to its decision making.
- The AIBC's registrants are entitled to timely, accurate and comprehensible information in order to ensure the opportunity to effectively participate in the affairs of the institute.

Accordingly, the Chief Executive Officer (CEO) will:

- 1.16.2** Ensure open and direct engagement with registrants on a regular, ongoing basis in order to share information, test perceptions and gather feedback that will inform programs, initiatives and high-level decision-making.
- 1.16.3** Allocate the necessary resources to facilitate registrant engagement in an effective and ongoing manner.
- 1.16.4** Establish an operational approach whereby registrant engagement is used as a means to:
- improve communications including ongoing dialogue, consultation and collaboration;
 - gather useful data and input;
 - foster the implementation of initiatives;
 - verify the impact of decisions made;
 - enhance the quality of services provided; and

First Approved: July 9, 2013
Last Revised: November 10, 2020
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO

- enable more effective decision-making.

1.16.5 Facilitate registrant engagement strategies that recognize the diversity within the organization.

First Approved: July 9, 2013
Last Revised: November 10, 2020
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.17	POLICY FOCUS:	COMMUNICATIONS AND EXTERNAL RELATIONS: BUSINESS RELATIONS

Preamble

The AIBC has numerous and ongoing relationships with external businesses and business representatives involved with the architectural profession and the built environment.

Policy Statement

- 1.17.1** The AIBC is committed to developing mutually-beneficial relationships with the business community that appropriately support the objectives, programs, and services of the Institute and that are in keeping with the AIBC's public interest mandate.

In administering this policy, attention will be given to the following guiding principles:

- Strong, mutually beneficial business-to-business (B2B) relationships are increasingly viewed as a valuable component of any organization's business model.
- Appropriate business relationships provide a means to additional resources or revenue in support of AIBC programs and services.
- The AIBC is supportive of entering into business relationships that further the mandate of the Institute and/or that benefit members and associates in their professional standards and practice.
- Proper measures and oversight are necessary to assess, manage and monitor any risks resulting from a business relationship with an external party.

Accordingly, the Chief Executive Officer (CEO) will:

- 1.17.2** Oversee an operational environment that recognizes the value and benefits associated with business relationships supporting shared purpose and goals.
- 1.17.3** Ensure the objectives of any business relationship undertaken by the AIBC are compatible with the mandate, goals, and values of the Institute.
- 1.17.4** Direct that, in pursuing such relationships, all effort is made to ensure any such relationships are mutually beneficial, and that the interests of the Institute are protected.
- 1.17.5** Enable a business relationship strategy that supports the educational needs of membership.
- 1.17.6** Require that, while collaborative arrangement may include advertising or promotional campaigns, such efforts must not be the focus of the AIBC's business partnering activities.
- 1.17.7** Ensure that proper measures and oversight are in place to assess, manage and monitor risks, including financial and reputational risks, inherent with individual business relationships.
- 1.17.8** Require that all partnering and collaborative business arrangements are mindful of public perceptions, avoid conflicts of interest, uphold public trust and confidence in the impartiality and integrity of the AIBC, and support the positive reputation of the institute. Attention must be given to ensure any conflict of interest, real or perceived, is avoided.

First Approved: July 9, 2013
Revised: March 8, 2016
Last Reviewed: September 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.18	POLICY FOCUS:	COMMUNICATIONS AND EXTERNAL RELATIONS: MEDIA RELATIONS

Preamble

The AIBC is accountable to the public for its decisions and actions. Such accountability necessitates a genuine public awareness and understanding of the AIBC's policies, directions, programs and services.

Policy Statement

- 1.18.1** The AIBC is committed to proactive and responsive media relations as a valuable means of reaching the public and influencing public opinion.

In administering this policy, attention will be given to the following guiding principles:

- The AIBC is committed to a culture of honesty, transparency and accessibility.
- The AIBC recognizes that media play an important role in both informing the public of the institute's decisions and directions, and in shaping public opinion about the institute.
- Positive, constructive media relations serve to increase public awareness of the institute, its programs and services.
- In all dealings with the media, all members of AIBC Council and AIBC staff must remain aware that they are representatives of the institute and therefore avoid making comments that may damage the reputation of the institute.

Accordingly the Chief Executive Officer (CEO) will:

- 1.18.2** Support the development of open, honest, responsive and responsible working relationships with media.
- 1.18.3** Establish a formalized internal process for providing the media, with timely, clear, accurate, objective and pertinent information about AIBC policies, programs, services and initiatives.
- 1.18.4** Facilitate the delivery of appropriate, consistent and strategic key messages on behalf of the AIBC and its registrants, carried out in a coordinated fashion.
- 1.18.5** Require that only the AIBC Council President, CEO or their designates are authorized to speak for the institute in an official capacity to the media.

First Approved: July 9, 2013
Revised: March 8, 2016
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.19	POLICY FOCUS:	COMMUNICATIONS AND EXTERNAL RELATIONS: CRISIS COMMUNICATIONS

Preamble

Organizations are sometimes faced with unanticipated, impactful events or circumstances that call for a focused and timely communications response in order to best represent the interests of the organization and its people. In times of crisis, the ability to provide accurate information in a timely manner is increasingly important.

Policy Statement

- 1.19.1** The AIBC shall have in place a crisis response strategy in the event of emergent circumstances that threaten the authority, integrity or viability of the institute. In the event of such circumstances arising, the President will speak on behalf of Council after having consulted with the CEO regarding what is to be communicated to all stakeholders.

In administering this policy, attention will be given to the following guiding principles:

- The AIBC recognizes that clear lines of communications during a crisis or emergency are essential for the timely provision of accurate, relevant and consistent information. This includes agreement regarding lead responsibility as the organization's official spokesperson.
- The institute's approach to crisis communications needs to be proactive (i.e. using efforts to identify and assess in advance those developments that might lead to a crisis) as well as reactive wherein best practices are reinforced and lessons are learned in order to avoid recurrence.

Accordingly, the Chief Executive Officer (CEO) will:

- 1.19.2** Ensure a process is in place that provides a controlled flow of information so as to minimize any damage to the institute's authority, position or reputation as a self-regulating profession serving the public interest.
- 1.19.3** Oversee the appropriate response in situations necessitating crisis communications including, but not limited to, the following:
- high-profile disciplinary decisions;
 - instances of professional misconduct that would be seen as illegal or immoral;
 - legal action against the institute, its council, staff, volunteers, individual registrants or a portion of its registrants;
 - a public stance or opinion that may be seen as negative or controversial;
 - any industry-related policy or practice that poses an immediate threat to public safety; or
 - public confidence in the profession, and/or its regulation, being brought into question.
- 1.19.4** Have measures and procedures in place to facilitate a return to normal operations as quickly and appropriately as is possible following a crisis situation.

First Approved: July 9, 2013
Last Revised: November 10, 2020
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.20	POLICY FOCUS:	COMMUNICATIONS AND EXTERNAL RELATIONS: PUBLIC OUTREACH & ADVOCACY

Preamble

Central to the AIBC's regulatory mandate, and a principle stakeholder to the realm of architecture, is the public. While the institute's area of focus is principally the effective regulation of the profession and its practitioners, there is also value in programs and services that engage the public, thus enhancing and supporting the very public interest the institute is charged to protect.

Related to this is acknowledgement that within the built environment there exist various awards programs for the recognition of both projects and practitioners. AIBC Council members, most often the president, are often invited to judge the award submissions, or to present an award. While this does fit within Public Outreach, it does create the following risks when the AIBC president (or any council member) judges another organization's architectural awards:

- The AIBC president is prominently identified as such, creating an impression that they are speaking on behalf of the AIBC when acting as a judge.
- An award is given, at the AIBC president's selection, to an architect/firm that has been disciplined or is about to be.
- An award is not given on the basis that the AIBC has provided information about potential discipline concerning the nominee. The nominee could reasonably complain that they were treated unfairly, or their privacy was breached, which are both potentially quite problematic for the AIBC and the awards organizer.

Policy Statement

1.20.1 Generally, the AIBC supports initiatives towards a public that is both knowledgeable and supportive of the role of architects and the value of architecture as a key component of the shared built environment.

1.20.2 In the limited circumstance in which an AIBC Council member or president is asked to serve as an award judge, the following policy exists:

- It will be made clear to all that the individual is serving as a judge in their individual capacity as an architect, and not as a representative of the AIBC. As such, the profile given to the council member's role at the AIBC will be minimized, including not highlighting their role on council in promotional material or 'judge's biographies', etc.
- If any judge, or the organizer, wants to know an award nominee's discipline history, the AIBC will provide the information to the organizer only, exactly as would be provided to any member of the public, and not more.

In administering this policy, attention will be given to the following guiding principles:

- As a regulatory body responsible for the enforcement of regulation specific to those who practise architecture in British Columbia, it is not appropriate for the AIBC to engage in advocacy efforts specific to individual architects or groups of architects. However, there is both reason and value for the AIBC to undertake public education regarding the profession as a whole.

- Articulating a publicly-held position in support of the profession of architecture as a whole is appropriate within the AIBC's role as a regulatory body.

Accordingly, the Chief Executive Officer (CEO) will:

- 1.20.2 Allocate the resources necessary for delivering coordinated programs and services that raise the level of public understanding of, interest in and support for architecture and the architectural profession as a means of protecting the public interest.
- 1.20.3 Support an organizational communications approach that calls for formal, public responses to issues of public interest pertaining to the built environment.
- 1.20.4 Ensure the institute's public outreach and advocacy initiatives serve to:
 - 1.20.4.1 increase awareness of the AIBC, the architectural profession (not an individual project or practitioner), and the profession's role in shaping communities and the built environment in which we all work and live;
 - 1.20.4.2 position the AIBC and the architectural profession as leaders in the development of sound public policy; and
 - 1.20.4.3 establish the AIBC as a credible, influential resource in matters pertaining to the built environment.
- 1.20.5 Monitor and support awareness and adherence to this policy if approached by an AIBC Council member or an organization regarding participation as a judge in, or a sponsor of, an awards program within the built environment.

First Approved: July 9, 2013
 Last Revised: November 10, 2020
 Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
 Monitoring Method: Compliance Report
 Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.21	POLICY FOCUS:	COMMUNICATIONS AND EXTERNAL RELATIONS: ELECTRONIC COMMUNICATIONS USAGE

1.21.1 AIBC Council believes in the value and necessity of clear understanding and a high standard of implementation within the organization regarding the appropriate use of electronic communication, including but not limited to email and social media*.

Accordingly, the Chief Executive Officer (CEO) will ensure that:

1.21.2 A responsible approach is determined and implemented for electronic communications media usage befitting a self-regulated profession mandated in the public interest.

1.21.3 Organizational policies and protocols reflective of evolving industry practices are established and communicated, which articulate responsibilities, expectations and limitations regarding (but not limited to):

- Business vs. personal use
- Professionalism
- Confidentiality and privacy
- Copyright and intellectual property
- Identity and capacity
- Permission and attribution

*Social media: interactive on-line technology used to share information and opinions in a variety of formats, including text, pictures, video and audio. It includes (but is not limited to) Facebook, Twitter, YouTube, web fora, Instagram, blogs, LinkedIn, Reddit et al.

First Approved: July 9, 2013
Revised: March 8, 2016
Last Reviewed: September 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.22	POLICY FOCUS:	PROFESSIONAL PRACTICE: PRO BONO PUBLICO SERVICES

- 1.22.1** To ensure that, provided certain requirements are met that mandate the provision of architectural services, the Institute will permit the provision of services on a “Pro Bono Publico” basis by holders of Certificates of Practice to members of the public that meet certain criteria.

Accordingly, the Chief Executive Officer (CEO) will:

- 1.22.2** Ensure that clear guidelines exist, and are equally available to registrants and the public, which clearly set out the terms and conditions under which a Pro Bono Publico consulting contract may or may not be signed.*
- 1.22.3** Ensure that all registrants are aware that a full scope of services appropriate to the project must be provided for the Pro Bono Publico client.
- 1.22.4** Ensure that the rules clearly set out that no payment may be received at any time by the architect during the project, nor afterwards, for the services provided.
- 1.22.5** Ensure that institute publications discuss the value of the provision of Pro Bono Publico services under appropriate conditions and how they may enhance a registrant’s participation in and value to a community.
- 1.22.6** Ensure that all rules and guidelines are in compliance with the *Architects Act* and the Institute bylaws.
- 1.22.7** Encourage the profession as a whole to undertake “pro bono publico” services where possible and within the guidelines.

* Reference *inter alia*, Bylaws 28; 34.10; and 34.16; the Code of Ethics rules and advice thereunder; and Bulletin 90: Minimum Acceptable Scopes of Architectural Services



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.23	POLICY FOCUS:	PROFESSIONAL PRACTICE: ADVISORY DESIGN PANELS *

- 1.23.1** Council of the institute believes in the contribution that practitioners can make to their communities through participation on advisory design panels. Architects participating on advisory design panels which are dedicated to assisting local governments, responsible for urban design, urban planning and zoning decisions, can help them to arrive at informed decisions in the public interest.

Accordingly, the Chief Executive Officer (CEO) will:

- 1.23.2** Encourage British Columbia architects to serve as volunteers of advisory design panels.

* Reference Bulletin 65, Bylaws 34.5, 34.6, 33.3, Council Rules 7, and Code of Ethics rules there under.

First Approved: December 2007
Last Revised: November 2021
Last Reviewed: November 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.25	POLICY FOCUS:	PROFESSIONAL PRACTICE: TARIFF OF FEES FOR ARCHITECTURAL SERVICES

1.25.1 AIBC Council believes that architects provide a comprehensive and complex set of services, and by publishing a schedule of fees and services, are able to ensure that an itemization of those fees and services is available as a guide for registrants and the general public, including clients and authorities. This document should also support the establishment, maintenance and publication of an AIBC “Tariff of Fees for Architectural Services” (Tariff) as a valuable tool and guide in establishing fair and equitable fees necessary for appropriate architectural services.

Accordingly, the Chief Executive Officer (CEO) will:

1.25.2 Develop and maintain a tariff of fees for architectural services, which will include advice and information on:

1.25.2.1 Which buildings require an architect and why;

1.25.2.2 The authorities that govern the profession;

1.25.2.3 How to find and select an architect;

1.25.2.4 Determination of compensation commensurate with the scope of services; and

1.25.2.5 The sequence and scope of services provided.

1.25.3 Review and update the Tariff as applicable, regarding recommended hourly fees and percentage-based fees as affected by developments in scopes of architectural services, roles and responsibilities, market sector conditions, terms of engagement, construction cost, taxation, project delivery models, and other operating parameters with the intent of determining adequate fees so that appropriate architectural services are provided.

1.25.4 Provide and publish timely, related information and advice.

(Note: the AIBC establishes, maintains and publishes a Tariff under authority of the Architects Act (s. 24), Bylaws 29 and 34.16. Related documents, containing rulings, commentary and advice include the Code of Ethics; Tariff Bulletins (currently 52 through 56); AIBC Bulletin 90: Minimum Scope of Architectural Services; and Practice Guidelines).

First Approved: December 2007
Last Revised: November 2021
Last Reviewed: November 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.26	POLICY FOCUS:	PROFESSIONAL PRACTICE: ARCHITECTURAL COMPETITIONS

- 1.26.1** The Council of the AIBC supports and encourages appropriately conducted architectural competitions as means of increasing public dialogue and profile of excellence in architectural design, offering opportunities for younger practitioners, encouraging exploration of theoretical or prototypical ideas and providing benefits to specific realized projects and their communities. Accordingly the council encourages the Royal Architectural Institute of Canada to collaborate and build consensus across Canadian architectural licensing jurisdictions, and encourages Canadian architectural licensing jurisdictions to establish, maintain and publish “Rules for the Conduct of Architectural Competitions”.

Accordingly the Chief Executive Officer (CEO) will:

- 1.26.2** Prepare, maintain and publish the necessary AIBC rules, documentation and related advice for the conduct of architectural competitions,
- 1.26.3** Prepare and publish protocols, including business considerations and resource allocation, for the AIBC’s assistance, review and approval, as required by Bylaw, of a proposed architectural competition’s terms and conditions, which should ensure:
- A. Fair, equitable and transparent processes and treatment of all participants;
 - B. Anonymity of submissions;
 - C. Absence of conflicted interests;
 - D. Jury to include suitably qualified architects, numbering at least one less than a jury majority;
 - E. Professional advisor to be an architect;
 - F. Awards (or fees in limited or invited competitions for specific building projects) must reflect effort and value of submissions and comply with Bylaw 34.16;
 - G. Jury’s decisions are final and binding upon the competition’s sponsor;
 - H. When the subject of the competition is to be realized, the competition winner (as determined by the jury) must get the commission, under scope of services, terms of engagement and professional remuneration consistent with AIBC standards; and
 - I. Enforcement of rules.

Note: the AIBC has jurisdiction regarding architectural competitions and the related conduct of its members under authority of Bylaws 34.9 through 34.14. Related documents, containing Council rulings, commentary and advice, include the Code of Ethics; Bulletins 63 and 64; and ... as a compliance touchstone under Bylaws 34.11 and 34.12 ... the former “Canadian Rules for the Conduct of Architectural Competitions”. Council also has the discretionary power under Bylaws 34.11 and 34.12 to direct otherwise to assure equitable treatment as well as equal and adequate remuneration for participating architects. RAIC Document 5 has been withdrawn from publication.

Currently Bylaw 34.11 and 34.12 refer to a “Canadian” document so amendments would need to be made so that the primary compliance reference is to such rules and documents as Council approves.

First Approved:	December 2007	Monitoring Frequency:	3-Year Cycle
Last Revised:	September 12, 2017	Monitoring Method:	Compliance Report
Last Reviewed:	September 12, 2017	Responsibility of:	CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.27	POLICY FOCUS:	PROFESSIONAL PRACTICE: TERMS OF ENGAGEMENT

- 1.27.1** AIBC Council is confident about the certainty that is provided for the public, the client and other stakeholders when architects' professional services are engaged under client/architect contracts containing terms and conditions reflecting inter alia appropriate scopes of services, roles and responsibilities, standards of practice, allocation of risk, certification, copyright, ownership and use of designs and documents; assurances; laws and regulations; sound business mechanisms; and compatibility with industry-standard contracts for other consultants services and for construction.

Accordingly, the Chief Executive Officer (CEO) will:

- 1.27.2** Encourage the Royal Architectural Institute of Canada (RAIC) to update, maintain and publish national standard forms of client/architect contracts as achieved through the collaboration with and consensus of Canadian architectural licensing jurisdictions; or in the alternative, encourage Canadian architectural licensing jurisdictions to do so, similarly.
- 1.27.3** In the event the AIBC should decide to develop an AIBC alternative to a national document, ensure the appropriate authority is provided within the *Act*, bylaws and council rulings to support a primary compliance reference to such forms of client/architect contract as council approves.*
- 1.27.4** Ensure that any terms of engagement which are developed by the AIBC to be published and distributed will have regularly scheduled reviews.
- 1.27.5** Ensure that AIBC-approved client/architect contracts, including terms of engagement, are appropriate for broad and sector-specific or project-delivery method needs; and will be maintained and published or, if the products of other organizations, reviewed with related advice communicated to registrants, clients and authorities.

* (cf. AIBC 6C & 6C-H; 8C); Bylaw 28 and related Code of Ethics)



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.28	POLICY FOCUS:	PROFESSIONAL DEVELOPMENT: MANDATORY CONTINUING EDUCATION

1.28.1 Further to AIBC Bylaw 30.2, CES Participants, as defined in Council Rules 5: Continuing Education System (CES), are required to participate in a Mandatory Continuing Education System in order to ensure currency and competence, in the public interest.

1.28.2 The following documents (here forth referred to as CES Documents), support CES Participant compliance with AIBC Bylaw 30.2 - Council Rules 5: Continuing Education System (CES), Council Rules 6: Designation and Admission Qualifications for AIBC Associates, Bulletin 80: Mandatory Continuing Education System (CES), and Practice Guideline: Continuing Education System (CES).

Accordingly, the Chief Executive Officer (CEO) will ensure that:

1.28.3 CES Documents accurately describe the Continuing Education System (CES), including its intent and values, and incorporate fairness, simplicity and transparency. Updates to CES Documents are made available in a timely fashion.

1.28.4 A unit of measure will be identified as the means by which continuing education will be measured and recorded; and a set number of such units will be required to be earned and reported by each CES Participant within each reporting period.

1.28.5 At least 45 per cent of the learning units required in each reporting period must be “core”, i.e. must address those issues that relate to the design, construction, use and maintenance of buildings; social responsibility; and professional conduct.

1.28.6 “Non-core” learning units may be earned in acquiring such education as the CES Participant directs, according to their preferences provided they comply with identified criteria in order to qualify as relevant to the CES Participant’s practice.

1.28.7 The identity of education providers recognized by the Institute will be made available, with regular updates.

1.28.8 A length of time will be identified within which each CES Participant is required to acquire the specified amount of learning units, and reminders are to be regularly brought to their attention.

1.28.9 The fine for each non-compliant person in each category of CES Participant will be that category’s annual fee for its individuals, as determined by council and published thereafter in AIBC Bulletin 1: Fees, Fines and Charges.

1.28.10 Any non-compliant CES Participant who has failed to complete both the earning and reporting of deficit learning units, as are required within a reporting period, and the payment of the council-mandated fine, will be subject to further consequences which may include additional fines and/or such penalties as are determined under the AIBC’s disciplinary process.

First Approved: April 13, 2004
Revised September 10, 2019
Last Reviewed: November 2021

Monitoring frequency: 3-Year Cycle
Monitoring Method: Compliance Reporting
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.29	POLICY FOCUS:	PROFESSIONAL DEVELOPMENT: SUSTAINABILITY

1.29.1 AIBC Council believes it is integral to the public interest to ensure principles of sustainable development are a core aspect to the practice of architecture. This policy provides a framework within which other policies and procedures will be developed to demonstrate responsibility and due diligence on the part of the Institute and all CES Participants (as defined in Council Rules 5: Continuing Education System (CES)).

Accordingly, the Chief Executive Officer (CEO) will encourage:

1.29.2 Development of resources and tools to make environmental responsibility and the principles of sustainability an integral part of architectural practice.

1.29.3 Dialogue with government and industry partners including allied professionals to further the goals of sustainability.

1.29.4 A culture and practice of sustainability within the operational management of the AIBC.

First Approved: January 12, 2004
Revised: September 10, 2019
Last Reviewed: November 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.30	POLICY FOCUS:	PROFESSIONAL DEVELOPMENT: MANDATORY DESIGNATED AREAS OF STUDY

- 1.30.1** AIBC Council may from time to time mandate that all CES Participants, as defined in Council Rules 5: Continuing Education System (CES), be required to complete a specific class or course of study of continuing education, within the Continuing Education System's "Core" competence area of practice. The council may also prescribe the timeframe(s) within which the class or course of study must be completed and reported.

Accordingly, the Chief Executive Officer (CEO) will ensure that:

- 1.30.2** Any such program must be conducted within the approved and allocated budget, and such program must be approved by council.
- 1.30.3** Reasons are provided for a required program, which may include: new or significantly changed technology or aspect of practice; erosion of an architect's authority or scope of practice; the profession's credibility, trust and image; protection of the public; insurability; retention of license or certificate of practice; anticipated external sanctions being imposed by an authority having jurisdiction; and the interests of both the public and the profession.
- 1.30.4** Consequences for failure of a CES Participant to earn and report such learning units as are required within a reporting period may include fines and/or such penalties as are determined under the AIBC's disciplinary process.
- 1.30.5** CES Participants choosing to complete their continuing education requirements by reciprocity are not exempt from such mandatory areas of study.

First Approved: January 10, 2005
Last Revised: September 10, 2019
Last Reviewed: November 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.31	POLICY FOCUS:	PROFESSIONAL CONDUCT: COMPLAINTS AND INVESTIGATIONS

- 1.31.1** The AIBC is committed to meeting its legislative requirement for receiving complaints and investigating the professional conduct of its architects and other registrants where appropriate in order to uphold and safeguard the public interest in maintaining appropriate standards of professional conduct and practice.

Accordingly, the Chief Executive Officer (CEO) will ensure that:

- 1.31.2** The public has access to adequate information about the AIBC professional conduct process, including adequate information to make a complaint about any AIBC registrant.
- 1.31.3** All complaints received by the Institute are reviewed and processed in accordance with the *Architects Act*, the AIBC Bylaws, and appropriate principles of procedural fairness.
- 1.31.4** The Institute develops, implements, and refines bylaws, rules, procedures and guidelines for handling complaints and investigations that are consistent, fair, and efficient.
- 1.31.5** All processes and documents associated with the professional conduct process are monitored and reviewed on an ongoing basis to ensure appropriate procedural fairness and administrative efficiency.
- 1.31.6** The Institute has adequate internal and external resources available to carry out its complaint investigation and disposition functions in a way that is fair, timely, and transparent.
- 1.31.7** The investigations committee has adequate training and resources necessary to carry out its functions.

First Approved: June 14, 2004
Last Revised: November 2018
Last Reviewed: November 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.32	POLICY FOCUS:	PROFESSIONAL CONDUCT: CONSENSUAL RESOLUTION AND DISCIPLINARY INQUIRY

1.32.1 Complaints of unprofessional conduct that have proceeded through the complaint and investigation process to the AIBC's consensual resolution process or to a disciplinary inquiry may result in findings or admissions of unprofessional conduct by an architect or other registrant.

Accordingly, the Chief Executive Officer (CEO) will ensure that:

1.32.2 In relation to the consensual resolution process:

- All registrants against whom disciplinary charges have been recommended are given an opportunity to enter into consensual resolution discussions;
- All aspects of the consensual resolution process are carried out in a manner consistent with the *Architects Act*, the AIBC Bylaws, and appropriate principles of procedural fairness;
- All concluded consensual resolutions are published in accordance with the AIBC Bylaws;
- The fairness, lawfulness, and administrative efficiency of the consensual resolution process are monitored and evaluated on an ongoing basis;
- Recommendations as are necessary or advisable to improve this important statutory complaint resolution process are brought forward and implemented from time to time.

1.32.2 In relation to the disciplinary inquiry process:

- All notices of inquiry are issued in accordance with the *Act* and the AIBC Bylaws.
- The AIBC has adequate internal and external resources necessary for the lawful, fair, and timely holding of inquiries as directed by council.
- A disciplinary committee selected to hear an inquiry has access to adequate training and legal resources necessary to carry out its functions.
- Inquiries are accessible to the public, and that the outcomes are published in accordance with the AIBC Bylaws.
- The fairness, lawfulness, and administrative efficiency of the disciplinary process are monitored and evaluated on an ongoing basis.
- Recommendations as are necessary or advisable to improve this fundamental statutory process are brought forward and implemented from time to time.

First Approved: June 14, 2004
Last Revised: November 2018
Last Reviewed: November 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.34	POLICY FOCUS:	ILLEGAL PRACTICE: COMPLIANCE WITH THE ARCHITECTS ACT

- 1.34.1** In the public interest the Institute will make reasonable efforts to address the illegal practice of architecture through education and enforcement of the *Architects Act* (the “*Act*”). The illegal practice of architecture includes the use of the title “architect” or other terms implying registration with the AIBC by an individual or business who is not registered; the actual practice of architecture by an individual or business not registered with the AIBC outside of the exceptions provided in the *Act* (including an offer to do so); and the unlawful engagement of a non-architect to practice architecture/provide architectural services.

Accordingly, the Chief Executive Officer (CEO) will ensure that:

- 1.34.2** Sufficient resources are allocated to meet the Institute’s responsibilities with respect to enforcement of the *Act*, including maintaining a dedicated annual budget allotment for the funding of appropriate legal proceedings.
- 1.34.3** All complaints/credible information of illegal practice received by the Institute are reviewed, and, if appropriate, investigated and resolved in a manner consistent with the *Act* and the public interest.
- 1.34.4** Illegal Practice procedures and guidelines are developed and/or refined on an ongoing basis to assist AIBC staff in carrying out their tasks with respect to the intake, investigation, resolution and appropriate publication of illegal practice matters.
- 1.34.5** Appropriate consultation and education efforts directed at prevention of illegal practice are undertaken with the public, local governments, architects and other registrants.
- 1.34.6** Regular, informative communication regarding illegal practice matters is provided to architects, other registrants and the public.
- 1.34.7** Suitable legislative and regulatory initiatives are supported to improve alignment and consistency among and between the *Act*, BC Building Code and other relevant legislation and regulations, in an effort to improve compliance with the *Act*.
- 1.34.8** Consultation, cooperation and information-sharing between the AIBC and other professional regulators takes place to prevent and address the illegal practice of architecture by members of other professions.



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.35	POLICY FOCUS:	REGISTRATION AND LICENSING: ADMISSION STANDARDS

- 1.35.1** The AIBC Council is committed to its legislative mandate to ensure that all candidates for registration meet entry standards commensurate with the complexity of the tasks they are required to perform. Council is equally committed to ensuring that all those who demonstrate the ability to meet admissions standards are admitted to practice.

Accordingly the Chief Executive Officer (CEO) will ensure that:

- 1.35.2** Bylaws, council rulings, policies and procedures describing and prescribing the admission process and requirements of the profession are in place, readily available to any and all applicants and that they are reviewed periodically to ensure compliance with the *Act*, council governance policies and changing priorities and standards.
- 1.35.3** The institute consistently seeks to identify and remove any barriers to entry to the profession that are not related to demonstrable competency requirements for the profession, required for protection of public health and safety or maintenance of professional standards.
- 1.35.4** Admission standards and requirements reflect the public interest in the profession of architecture and are open, inclusive, objective, and fair both in content and application.
- 1.35.5** Applications for registration are reviewed and recommended by the Registration Board for approval by council according to these admissions standards and requirements. Applicants who wish to dispute a Registration Board's recommendation may make application for a review of the decision to the Registration Review Panel.
- 1.35.6** Admission requirements seek to promote the greatest possible degree of national and international reciprocity and labour mobility.
- 1.35.7** Admission requirements are based on the three qualifying areas required by the profession: education, experience, and examination (the 3Es) and/or demonstrated competency-based equivalency to any one or more of these areas.
- 1.35.8** As is the case for architects, any associate in a category of associates (that may arise in the future) to which a scope of practice attaches, must clearly demonstrate that he or she is competent and qualified to practise within that scope of practice before being registered and licensed to practise.

First Approved: January 2008
Revised: April 30, 2019
Last Reviewed: September 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.36	POLICY FOCUS:	REGISTRATION AND LICENSING: MOBILITY OF ARCHITECTS

1.36.7 The AIBC Council supports the mobility of architects and architectural practice between BC and other jurisdictions within Canada and around the world, and also supports the elimination of barriers to practice, unless those barriers are necessary to protect the public interest.

Accordingly, the Chief Executive Officer (CEO) will ensure that the AIBC is active regarding:

1.36.8 Promotion and preservation of reciprocity agreements between AIBC and other Canadian regulators of architecture.

1.36.9 Promotion and preservation of mutual recognition agreements between Canadian Architectural Licensing Authorities (CALA) and the National Council of Architectural Registration Boards (NCARB) that allow for mobility of Canadian and US registered architects.

1.36.10 Discussions with international architectural bodies to establish mutually acceptable standards for recognition of education and or certification/licensing/registration in order to facilitate mobility of architects.

1.36.11 Discussions within the AIBC and with other jurisdictions to eliminate unnecessary barriers to the registration of individual architects.

1.36.12 Discussions within the AIBC and with other jurisdictions to eliminate unnecessary barriers to the regulation of architectural firms.

First Approved: November 1998
Revised: November 2018
Last Reviewed: September 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.37	POLICY FOCUS:	REGISTRATION AND LICENSING: REGISTRATION OF FIRMS AND CERTIFICATES OF PRACTICE

1.37.1 The AIBC Council is committed to a fair and transparent approval process for the licensing of firms and the issuing of Certificates of Practice that is reliable and predictable; and provides certainty in the public interest.

Accordingly, the Chief Executive Officer (CEO) will ensure that:

1.37.2 Council Rules are published that comply with the *Architects Act*, AIBC Bylaws and council policy.

1.37.3 All architectural firms in British Columbia, architects in good standing, or licensees who meet the standards set by council, and who pay the fee set by council, may apply for a Certificate of Practice.

1.37.4 Applications for Certificates of Practice are reviewed by the Registration Board and then submitted to council for approval.

1.37.5 Applicants who wish to dispute a Registration Board's recommendation may make application for a review of such recommendation to the Registration Review Panel according to the process established by the AIBC.

1.37.6 All architectural firms are required to complete an annual firm information update by September 30 each year in the form prescribed by council. If, in any given year and due to unavoidable extenuating circumstances, an extension beyond the September 30 deadline is necessary so as to provide registrants with sufficient time to comply with Bylaw 15.3, the CEO is authorized to extend such deadline. The extension deadline must be widely publicized to registrants and cannot be beyond October 31.

First Approved: September 2003
Last Revised: September 13, 2022
Last Reviewed: September 13, 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

1.0	POLICY CATEGORY:	OPERATIONAL CONSTRAINTS
1.38	POLICY FOCUS:	REGISTRATION & LICENSING: HONORARY MEMBERSHIP

- 1.38.1** The AIBC Council supports the recognition of non-architects by recommending to the membership that such persons be bestowed with honorary membership in the Institute. As per section 39 of the *Architects Act*, honorary membership confers all the rights of ordinary membership except that no annual renewal fees are due to the Institute.
- 1.38.2** Council endorses the recognition of those persons that are not registered architects but that have nevertheless made an especially noteworthy contribution to the profession of architecture in British Columbia.
- 1.38.3** Persons that have been granted honorary membership may not practice the profession of architecture by virtue of this recognition.

Accordingly, the Chief Executive Officer (CEO) will:

- 1.38.4** Establish nomination procedures in order that the council may nominate a person to the membership to be considered for the conferral of honorary membership. These procedures shall provide for the opportunity for eligible registrants of the Institute to vote on the person nominated for honorary membership.

First Approved: January 16 2017
Revised: September 14, 2021
Last Reviewed: September 2021

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0 POLICY CATEGORY: GOVERNING PROCESS

2.1 POLICY FOCUS: GOVERNANCE MODEL

2.1.1 Council focus is on providing leadership, direction and good governance to the Institute in compliance with legislation, AIBC bylaws, codes and its own policies. Consequently, council is principally concerned with ensuring that it is governing effectively and in the best interests of the public by leading and guiding the organization toward achieving a vision and organizational outcomes that fulfill the mandate of the organization rather than management/operational matters.

This will be accomplished by the council:

2.1.2 Directing its energies to addressing issues affecting the profession through regular development of organizational outcomes and in guiding organizational thinking and behaviour through the provision of clearly stated values and principles.

2.1.3 Instilling a culture that will ensure governing with excellence. This includes the application of discipline for the council and its members.

2.1.4 Being accountable to the public, registrants and appropriate legal bodies for its performance. It will ensure that this obligation is neither usurped nor hindered by the council as a whole, or by any individual council member.

2.1.5 Representing the best interests of the public and not representing or voting for the interests of one particular constituency or community.

2.1.6 Making decisions as a whole, according to rules of order or by adopting another decision-making process acceptable to council.

2.1.7 Being solely responsible for its performance. Regularly monitoring and reviewing its own process and performance.

2.1.8 Plan for the succession and diversity of the council and ensuring that members of council have the appropriate competencies for fulfilling their roles and responsibilities.

2.1.9 Being proactive in the identification and consequent development of relevant policies.

2.1.10 Recognizing that councillors are not individually empowered to exercise authority over staff.

2.1.11 Developing its annual work plan at the beginning of each council year that will guide and direct its work and serve as its agenda for the coming year.

2.1.12 Establishing a standing Governance Committee to assist with and monitor related policies; governance implementation; and agenda development for council's meetings and planning sessions.

2.1.13 Develop, monitor, and review policies which lead and guide the organization. In conjunction with the Chief Executive Officer (CEO), review all policies on a three-year cycle and, where warranted by compliance monitoring or the review, policies will be modified, deleted or revised.

2.1.14 Create and regularly review and renew the vision and outcomes to be achieved by the Institute. Monitor, oversee and assure high standards of organizational performance.

First Approved: October 1999
Last Revised: September 13, 2022
Last Reviewed: September 13, 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.2	POLICY FOCUS:	THE COUNCIL'S RESPONSIBILITIES*

2.2.1 In compliance with legislation, AIBC bylaws, rules, codes and policies, the council is responsible for leading and guiding the organization toward achieving a vision and organizational outcomes that fulfill the mandate of the organization.

Accordingly, the council's specific job functions will be to:

2.2.2 Oversee the management of the affairs and business of the Institute in compliance with legislation, AIBC bylaws, rules, codes and policies.

2.2.3 Provide strategic direction and guidance to the Institute.

2.2.4 Establish and maintain effective links with its registrants and stakeholders.

2.2.5 Develop, monitor and review policies which lead and guide the organization.

2.2.6 Monitor, oversee and assure high standards of organizational performance.

2.2.7 In conjunction with the Chief Executive Officer (CEO), review all policies on a three year cycle and, where warranted by compliance monitoring or the review, policies will be modified, deleted or revised.

2.2.8 Ensure that it is governing effectively and in the best interests of the public.

2.2.9 Create and regularly review and renew the vision and outcomes to be achieved by the Institute.

2.2.10 Plan for the succession and diversity of the council and ensuring that members of council have the appropriate competencies for fulfilling their roles and responsibilities.

2.2.11 Ensure the financial health and sustainability of the Institute.

2.2.12 Set and follow an annual council work plan.

* See election to council nomination form for this and other policies relating to council members' obligations.

First Approved: October 1999
Last Revised: September 10, 2019
Last Reviewed: September 10, 2019

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.3	POLICY FOCUS:	FINANCIAL PLANNING/BUDGETING

2.3.1 The institute's finances shall be managed prudently in accordance with Canadian Generally Accepted Accounting Principles and Canadian accounting standards for not-for-profit organizations (ASNPO), with full disclosure to and oversight by council.

2.3.2 The institute's annual operating budgets shall enable the AIBC to fulfill its legislated mandate, reflect council's strategic priorities, and protect the organization from foreseeable financial risk.

Accordingly, the council will:

2.3.3 Establish a standing "Finance Committee" to conduct ongoing overview of all aspects of the AIBC financial position and long-term financial strategies to ensure the institute's financial health.

Accordingly, council will ensure that:

2.3.4 Annual operational and capital budgets are provided for council's consideration, no later than 6 weeks before the end of the calendar year, which contain sufficient detail and disclosure of planning assumptions to enable assessment of revenues and expenses, separation of capital and operational items, cash flow and subsequent audit trails.

2.3.5 Budgets support the organization's operational and strategic plans.

First Approved: October 1999
Last Revised: March 8, 2016
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.4	POLICY FOCUS:	SPECIAL LEVIES

- 2.4.1** Council may occasionally require a special levy to address material, significant, unexpected financial requirements. In that event, the registrants of the AIBC will be consulted and will be required to approve the assessment of a special levy, and any accompanying fee for non-payment of the special levy.

Accordingly, council will ensure that:

- 2.4.2** Any proposed special levy is considered and passed in accordance with the *Architects Act*, AIBC Bylaws and Council Policy and, following its passage, is distributed according to the rules for all registrant payment.
- 2.4.3** Any proposed special levy is presented as a bylaw for registrants' consideration and vote.
- 2.4.4** The Chief Executive Officer (CEO) is directed to assess a fee for non-payment of special levies.



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.5	POLICY FOCUS:	RESERVE FUNDS

2.5.1 The council of the institute may occasionally need to address material, significant and unexpected financial requirements. In anticipation of such an event, the council will develop reserve funds from which it may draw to satisfy such requirements.

Accordingly, the council will ensure that:

2.5.2 Reserve funds are held separate from operational funds and will not be used for ongoing operational requirements.

2.5.3 Any contributions to reserve funds are made first from accumulated surplus operating funds at the time of the contribution; and then, if necessary from allocations in the following fiscal year's budget.

2.5.4 The Chief Executive Officer (CEO) is informed when council decides to use funds from a reserve fund and in what amount.

2.5.5 The Contingency Reserve Fund (CRF) will contain at least \$500,000 to cover material, significant, unexpected non-legal costs arising during the course of any fiscal year and not anticipated in the annual budget. (Examples of items which could give rise to consider a withdrawal include, but are not limited to: senior severances and related costs, insurance coverage deductibles in the event(s) of damages and/or civil suits, government direction, breach of security, information technology failure, and unplanned Special Meetings).

2.5.6 A Legal Reserve Fund (LRF) is established and will contain at least \$200,000 to cover material, significant and unexpected legal costs arising during the course of any fiscal year and not anticipated in the annual budget; and that the amount of this reserve fund be reviewed annually with the institute's general legal counsel.

2.5.7 An Operating Reserve Fund (ORF) is established and will contain a minimum of three and a maximum of six months of operating costs, and to a maximum of \$1,000,000. The amount of the ORF will be calculated each year as part of the budgeting process (depreciation and other non-cash expenses are not included in this calculation) and will be funded from accumulated surplus unrestricted operating funds. Any interest earned by the fund which causes the balance to exceed \$1,000,000 will be transferred to the Operating Fund in December of each year. This fund is intended to provide an internal source of funds for such situations as a sudden increase in expenses, significant and material one-time unbudgeted expenses, unanticipated delay or loss of revenue, or uninsured losses.

2.5.8 An external risk assessment is undertaken as may be required but no less frequently than every five years so that this Reserve Funds policy continues to meet the institute's needs.

First Approved: February 14, 2005
Revised: September 12, 2017
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.6	POLICY FOCUS:	ROLE OF THE PRESIDENT

2.6.1 The President's primary roles are to safeguard the integrity of the council process and to represent the council.

Accordingly, the President:

2.6.2 Will take all necessary steps to ensure that the council operates in compliance with legislation, AIBC bylaws and codes, as well as within its approach to governance and to the rules/policies it established.

2.6.3 Will take all necessary steps to ensure that the agenda and content of council meetings will be concerned only with those matters that clearly fall within the purview of the council or are otherwise appropriate for council consideration and review.

2.6.4 Will take all necessary steps to ensure that the agreed upon rules for conducting council meetings are followed unless agreement has been reached to use different procedures.

2.6.5 Is only authorized to make decisions on behalf of the council that are consistent with council policies on its governance process and on the council-chief executive officer relationship.

2.6.6 Is empowered to preside over council meetings with all of the usual powers of that position (i.e. ruling, recognizing speakers and maintaining order).

2.6.7 Has no authority to make decisions beyond policies created by the council.

2.6.8 Has no authority to supervise or direct the Chief Executive Officer (CEO), as this is the responsibility of the council as a whole.

2.6.9 Acts as the CEO's primary contact for council and Institute related matters. (See also policy 4.5 Communication/Reporting – Chief Executive Officer to the Council).

2.6.10 Is the designated spokesperson for the council. They may designate others to do so as required.

2.6.11 Is responsible for coordinating and directing the work of the council.

First Approved: October 1999
Last Revised: September 13, 2022
Last Reviewed: September 13, 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.7	POLICY FOCUS:	ETHICAL EXPECTATIONS

- 2.7.1** The AIBC Council expects of itself and its members ethical and businesslike conduct.
- 2.7.2** Council is responsible for compliance with the terms of the *Architects Act* under which it is created and has obligations to the interests of the public and the profession. This accountability supersedes any responsibility to staff and to conflicting loyalties such as that to advocacy or interest groups and membership on other councils or staffs.

Accordingly, and in compliance with legislation, AIBC bylaws, codes and policies, council members:

(See “Council Code of Conduct” under Bylaw 3.8)

- 2.7.3** Will avoid any conflict of interest with respect to their legal and fiduciary responsibilities.
 - 2.7.3.1** There will be no self-dealing or any conduct of private business or personal services between any council member and the organization except as operationally controlled to assure openness, competitive opportunity and equal access to “inside” information.
 - 2.7.3.2** Council members will not use their positions to obtain for themselves, family members or close associates, employment within, or consultation to, the organization.
 - 2.7.3.3** Should a council member be considered for employment by or engagement with the Institute, they will withdraw from council deliberation, voting and access to applicable council information regarding such matters.
- 2.7.4** Are prohibited from exercising or attempting to exercise individual authority over the organization.
 - 2.7.4.1** Council members’ interaction with the Chief Executive Officer (CEO) or with staff carries no authority or formal influence.
 - 2.7.4.2** Council members’ interaction with the public, press or other entities will recognize the same limitation and the similar inability of any council member or council members to speak for the council.
 - 2.7.4.3** The President of the council is the spokesperson for the organization. Council members and staff who are lobbied by a person, group or organization will direct the lobbyists to put their questions or concerns in writing and direct them to the President.
 - 2.7.4.4** Comments regarding the performance of the CEO or staff can only be made within the context of explicit council policies and by the officially established performance review process.

First Approved: October 1999
Last Revised: September 13, 2022
Last Reviewed: September 13, 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.8	POLICY FOCUS:	CONTRACTING INTEGRITY

2.8.1 In compliance with legislation, AIBC bylaws, codes and policies with respect to contracting services to consultants, specialists, contract workers, and volunteers, the AIBC will not cause or allow jeopardy to the fiscal integrity or public image of the institute.

Accordingly, council members will not:

2.8.2 Independently consult with, take steps to engage or engage a consultant or any party, except as pre-planned, approved and budgeted within an annual council work plan.

2.8.3 Commit the institute financially except as explicitly authorized by council policy.

2.8.4 Engage a consultant or any party directly unless under the following circumstance:

2.8.4.1 There arises a requirement to engage a human resources or legal consultant in relation to the CEO's performance.

2.8.5 Direct the Chief Executive Officer (CEO) to make an unbudgeted material expenditure unless:

2.8.5.1 A council motion is passed confirming the expenditure;

2.8.5.2 The CEO is in attendance at the meeting during which the motion is passed; and

2.8.5.3 The expenditure is then undertaken by the CEO in keeping with council policies, including the requirements for due diligence and exercise of operational discretion.

Accordingly, the CEO and Council together are:

2.8.6 Neither prevented nor restrained from jointly deciding to engage a consultant for an unbudgeted expenditure deemed to be important to the institute.

2.8.6.1 In such cases, the due diligence expectations and operational discretion as to the process of engaging the consultant shall apply normally.



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.9	POLICY FOCUS:	AGENDAS, COUNCIL MEETINGS AND CONDUCT

2.9.1 Council meetings must be properly planned and conducted in compliance with legislation, AIBC bylaws, codes and policies; appropriately accessible and minuted.

Accordingly:

2.9.2 Agenda: Setting, Planning Cycle & Agenda Control (see also policy 2.6)

2.9.2.1 It is the responsibility of the President to ensure that an agenda is made for each meeting. The starting and estimated finishing times should be included in the agenda.

2.9.2.2 Copies of the agenda and attachments are to be made available to the council members in advance of the meeting. *

2.9.2.3 Copies of the agenda of regular council meetings will, upon request, be made available to anyone (visitors and delegations) attending the meeting. *

2.9.2.4 Items may be put forward to be considered for placement on the council agenda by council members and the Chief Executive Officer (CEO). Following agenda development by the Governance Committee, council approval of the agenda will be required at the beginning of each meeting. Items may be proposed by a council member and added to the agenda provided a written request is made that includes a clear rationale describing that item.

2.9.2.5 Agenda items must be consistent with the job functions of the council (see policy 2.1). As it is the council's agenda, the council should be the initiator of what information it would like to receive and what reports it would like to have presented at its meetings.

2.9.3 Council Meetings and Council Conduct (see also policy 2.10) **

2.9.3.1 As authorized by the *Architects Act* and in keeping with the fiduciary duty expectations of every council member, council will establish rules for its own behaviour and for management of its own meetings. These rules will include provisions establishing behavioral expectations of council members as the elected or appointed representatives governing the affairs of the Institute.

2.9.3.2 Council shall be permitted to conduct electronic meetings and or votes/ballots in accordance with rules established by resolution from time-to-time. ***

* For details, please refer to: Council Protocol 2: In-Camera Meetings and Disclosure of Council Meeting Materials

** For details, please refer to: Council Rules 1: Council Meeting

*** For details, please refer to: Council Rules 2: Electronic Voting and Council Meetings



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.10	POLICY FOCUS:	COUNCILLOR RESPONSIBILITIES AND BENEFITS

2.10.1 It is the responsibility of Registrant and Lay Councillors (“Councillors”) to participate actively in the business of the Council and the governance of the Institute in accordance with the *Professional Governance Act*, including Schedule 2 of the General Regulations (Oath of Office), and AIBC Bylaws.

Accordingly, Councillors will:

- 2.10.2** Act honestly, in good faith and in the best interests of the public and the Institute.
- 2.10.3** Exercise the care, diligence and skill of a reasonably prudent person under comparable circumstances.
- 2.10.4** Be and stay informed on matters relevant to governing the Institute.
- 2.10.5** Participate actively and constructively in the discussions of the Council.
- 2.10.6** Follow the Council Rules and Code of Conduct agreed on by the Council regarding how it will govern and conduct itself.
- 2.10.7** Not represent the interests of special groups or individuals over the interests of the public and the Institute.
- 2.10.8** Not speak or act as individuals on behalf of the Council unless authorized to do so by Council.
- 2.10.9** Come to meetings prepared to discuss what is on the agenda.
- 2.10.10** Not interfere in the management and operations of the Institute, subject to Council Policy or appropriate direction.
- 2.10.11** Attend all Council meetings or notify the President of their inability to attend any Council meeting.
- 2.10.12** Inform themselves of the proceedings, decisions, and proposed actions decided upon at missed Council meetings within seven days of the meeting.
- 2.10.14** Participate on Council’s advisory groups, task forces and working groups.

First Approved: October 1999
Last Revised: February 14, 2023
Last Reviewed: February 14, 2023

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council

Accordingly, in recognition of the contribution Councillors make to the effective governing of the Institute, the following benefits are provided to Councillors during their term of service:

- 2.10.15** Complimentary registration at the AIBC Conference and PD Day. Councillors will be provided complimentary registration for the conference/PD Day held at the end of their first, second and third years on Council;
- 2.10.16** Costs associated with education courses and programs in accordance with the AIBC Council Orientation and Knowledge Development Program Guidelines, and the guidelines in policy 2.16 Council Member Expenses, Honorarium, and Remuneration;
- 2.10.17** Annual Council retreat associated costs (accommodation, food and beverage, and travel);
- 2.10.18** AIBC-provided or organized orientation and training sessions;
- 2.10.19** Lunch/refreshments and parking paid when attending Council meeting and planning sessions;
- 2.10.20** Councillors outside of the Lower Mainland - travel costs to attend Council meetings and planning sessions (including ferry and overnight accommodation if required, or return airfare or mileage from other parts of the province)*; and
- 2.10.21** President or other designated Councillor - travel/accommodations/related expenses to attend national meetings; government meetings; stakeholder engagement; annual conferences of other professional/industry organizations*.

* Expenses incurred by Councillors related to these activities are reimbursed according to council policy 2.16 Council Members Expenses, Honorarium, and Remuneration.

First Approved: October 1999
Last Revised: February 14, 2023
Last Reviewed: February 14, 2023

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0 POLICY CATEGORY: GOVERNING PROCESS

2.11 POLICY FOCUS: ANNUAL MEETING

2.11.1 Council will hold an annual meeting of the Institute, in accordance with the *Architects Act* and AIBC Bylaws.

Accordingly, the council will ensure that:

2.11.2 A business meeting of the AIBC will be held annually, in a format that facilitates the greatest ease and economy of attendance, for the largest number of Institute registrants.

2.11.3 Notice of the meeting time and location is delivered to every registrant within the mandated (by Bylaws) length of time.

2.11.4 There is recognition of those registrants and former registrants who have died since the previous annual meeting.

2.11.5 The President files the year's financial statements and delivers a report on the year's events, issues and accomplishments.

2.11.6 The Treasurer delivers a report on the financial health of the Institute.

2.11.7 Results of the council election (including vote counts for each candidate) are announced, in keeping with the *Act* and Bylaws.

2.11.8 A registrant forum is held during the annual meeting, time permitted, after the time allocated for the Institute's business, for discussion of, and voting upon, advisory "registrant motions" regarding matters and issues of importance to the profession.

2.11.9 A process for receiving advisory "registrant motions" for possible later consideration by council is established, including a designated time period for receipt of such motions.

2.11.10 There is recognition of those council members stepping down from council.

2.11.11 That where available and appropriate, technology be incorporated at annual meetings to facilitate an electronic meeting and/or electronic attendance, and voting on those matters requiring registrant and honorary member votes.

First Approved: August 9, 2004
Last Revised: September 13, 2022
Last Reviewed: September 13, 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.12	POLICY FOCUS:	ANNUAL ELECTIONS

2.12.1 The Institute will annually hold elections for the governing council from among eligible architects in accordance with the *Architects Act*, AIBC Bylaws, and Council Rules*.

Accordingly the council will ensure that:

2.12.2 An election is held annually to the governing council of the AIBC.

2.12.3 An announcement is made to all registrants with sufficient advance notice advising that nominations for vacancies are available and encouraging all eligible architects to consider such a commitment.

2.12.4 All architects in good standing are able to seek a seat on council, provided all approved nomination processes are adhered to.

2.12.5 An elected term on council is two years in length, with staggered terminations so that half of the elected council members complete their two-year term annually.

2.12.6 Nomination process information is developed with complete descriptions of criteria, submission dates, nomination requirements, obligations and commitments expected. The nomination process information is distributed as applicable to all registrants in sufficient time.

2.12.7 A specific closing date for receipt of completed nomination forms at the AIBC, to ensure their validity, is advertised.

2.12.8 Bylaw and council rule requirements are adhered to for any council elections that council determines are to take place by electronic vote.

2.12.9 The results of the election to council shall be made public.

2.12.10 Any formal election dispute commenced under the *Architects Act* is addressed in compliance with the legislation.

*BC *Architects Act* sections: 3, 6 through 13.

*AIBC Bylaws: 21.0-24.0

*Council Rules 4: Electronic Voting and Council Elections

First Approved: August 9, 2004
Last Revised: September 10, 2019
Last Reviewed: September 13, 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.13	POLICY FOCUS:	ANNUAL ELECTION OF OFFICERS

2.13.1 Council, in compliance with legislation, AIBC Bylaws, rules, codes and policies, will annually hold elections for the officer positions on the governing council from amongst the members of the council.

Accordingly, the Council will ensure that:

2.13.2 An election to fill the positions of President, Vice President, and Treasurer, is held at the first council meeting following the council election.

2.13.3 The election will be by a secret ballot, other than when by acclamation.

2.13.4 All elected members of council may seek nomination for any of the officer positions.

2.13.5 Appointed members of council may seek nomination to any of the officer positions except registrar.

2.13.6 The results of the election of council officers shall be made public.

Note: As per the *Architects Act* section 19(1)(b), at its first meeting after an election, the council must appoint a member of the Institute as registrar. See council policies 2.23 Role of the Council Liaisons and the Registrar, and 2.25 The Role of the Registrar in Maintaining the Register for more information.

First Approved: August 9, 2004
Last Revised: July 14, 2020
Last Reviewed: September 13, 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.14	POLICY FOCUS:	COUNCIL BOARDS/COMMITTEES/TASK FORCES

2.14.1 To achieve the mandate of the Institute, boards, committees, task forces, panels and working groups may be established. There are two types of boards, committees and panels within the Institute structure:

2.14.1.1 Those required by and deriving their authority from legislation; and

2.14.1.2 Those deemed necessary or valuable to fulfil the legislated mandate, mission and vision of the Institute (see also 1.9 Operational Boards/Committees)

Legislated Board, Panel, and Committees:

2.14.2 Registration Board: this board reports to the Chief Executive Officer (CEO) on all administrative matters; and to council on issues directly referring to governing legislation.

2.14.3 Disciplinary Committees: are created as needed to address disciplinary matters. Unless otherwise stated in the *Act*, actions and decisions of legislated committees do not require the approval of council or staff.

2.14.4 Consensual Resolution Review Panel: This panel has a specific statutory and bylaw authority related to review and approval of consensual resolution agreements within the AIBC disciplinary process.

Additional groups may be established with appropriate terms of references:

Council Committees, Task Forces and Working Groups:

2.14.5 May exist to assist council in carrying out council business.

2.14.6 Report directly to council and have no authority to act or speak on behalf of council unless otherwise authorized by council.

2.14.7 Will have specific and clearly defined assignments, time-frames within which to complete their tasks, and terms of reference, all set by council.

2.14.8 Sitting council members who may be past employees of the AIBC are not eligible to serve on council's Human Resources Committee.

BC Architects Act sections: 46 through 51, 69, 70 and 71.
AIBC Bylaws: 4.0, and 4.0.1.

First Approved: August 9, 2004
Last Revised: September 10, 2019
Last Reviewed: September 13, 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.16	POLICY FOCUS:	COUNCIL MEMBER EXPENSES, HONORARIUM AND REMUNERATION*

2.16.1 AIBC council members are entitled to reimbursement of any reasonable, receipted expense incurred during the course of exercising their duties and fulfilling their mandates. The council president, and disciplinary committee members, are recognized for the additional duties prescribed to them in carrying out these roles by way of an honorarium and remuneration, respectively.

Accordingly, with regard to council member incurred expenses:

- 2.16.2** Council members must seek and obtain pre-approval of expenses beyond \$300 from the Treasurer.
- 2.16.3** An expense claim must be submitted within two months from the date the expense is incurred.
- 2.16.4** The Treasurer will review and may approve council members' expenses (subject to 2.16.5 and 2.16.6). The Treasurer will ensure they conform to the policy statements above in order to approve them.
- 2.16.5** In the absence of the Treasurer the President will review and may approve council members' expenses.
- 2.16.6** The President will review and may approve the Treasurer's expenses.
- 2.16.7** If a council member's expense claim is denied by the Treasurer, in whole or in part, the council member may appeal to the President in writing stating the reasons why the claim is in accordance with this policy. The President's decision, based solely on this policy, shall be final.

Accordingly, with regard to the council president honorarium:

- 2.16.8** In exercising the duties of the President as described in council policy 2.6 Role of the President, the President shall be provided with an annual honorarium of \$20,000 (to be indexed for annual cost of living).

According, with regard to disciplinary committee member remuneration:

- 2.16.9** In exercising the duties assigned to disciplinary committees, as described in policy 2.10.13 and policy 2.14.3, disciplinary committee members shall be provided with remuneration upon invoicing, as follows:
- For each full day of attendance in a hearing (average of eight hours) - \$1,000;
 - For each three-quarter day of attendance in a hearing (up to six hours) - \$750;

First Approved: March 12, 2013
Revised: May 1, 2018
Last Reviewed: September 10, 2019

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council

- For each half day of attendance in a hearing (up to four hours) - \$500; and
- For each undertaking of duties associated with the hearing, including hearing preparatory meetings; and preparing or reviewing decisions - \$250.
- Routine tasks such as calendar scheduling, and email correspondence are not remunerated.

* This policy, and its underlying principle that approval of council members' expenses should be by council members, draws its authority from the *Architects Act* (section 18) and AIBC Bylaws 6 & 7

First Approved: March 12, 2013
Revised: May 1, 2018
Last Reviewed: September 10, 2019

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.17	POLICY FOCUS:	COMMUNICATIONS AND ENGAGEMENT: STAKEHOLDER RELATIONS

Preamble

The institute's organizational initiatives are more likely to succeed if they take into consideration the needs and interests of those directly affected – the stakeholders. Stakeholder engagement is a preferred business practice with particular application to public policy decision-making and delivery.

Policy Statement

2.17.1 In keeping with its commitment to open, transparent and sound governance in the public interest, the AIBC will seek opportunities to understand, inform, engage and influence its various relevant stakeholders with regard to organizational decisions and actions.

In administering this policy, attention will be given to the following guiding principles:

- The AIBC values inclusive, honest and mutually- beneficial relationships with its many and various stakeholders.
- Ongoing dialogue and engagement with stakeholders is a prerequisite for responsible regulation of the profession in the public interest.
- Engaging stakeholders provides an effective, ongoing means of understanding external perspectives and responding to external expectations. It is also a valid source of insight to emerging trends, risks and opportunities.
- Proper stakeholder engagement entails genuine effort to understand the stakeholders' points of views.
- The institute shall respect and consider stakeholder values, needs and interests in its decision-making.
- Effective stakeholder relations provide opportunities to align organizational objectives with societal needs and expectations.

Accordingly the council will:

2.17.2 Ensure engagement of relevant stakeholders in identifying, understanding and responding to shared issues and concerns.

2.17.3 Ensure that the institute's annual budget contains the necessary resources to facilitate stakeholder engagement in an effective and ongoing manner.

2.17.4 Direct that such engagement efforts include, but are not limited to, identified stakeholders.

2.17.5 Require that the Chief Executive Officer (CEO) employ an operational approach whereby stakeholder engagement is used as a means to:

First Approved: July 9, 2013
Revised: March 8, 2016
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO

- 2.17.5.1 improve communications including ongoing dialogue, consultation and collaboration;
- 2.17.5.2 gather useful data and input;
- 2.17.5.3 build broader community support and social capital;
- 2.17.5.4 foster the implementation of initiatives;
- 2.17.5.5 verify the impact of decisions made;
- 2.17.5.6 achieve more effective decision-making; and
- 2.17.5.7 enhance the quality of services provided.

First Approved: July 9, 2013
Revised: March 8, 2016
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.18	POLICY FOCUS:	COMMUNICATIONS AND ENGAGEMENT: REGISTRANT ENGAGEMENT

Preamble

The strength of the AIBC lies in the ongoing support of its registrants. As such, it is important that the registrants maintain confidence in the institute and its directions. Through effective consultation and dialogue, an organization is able to achieve a higher level of understanding, improved decision-making and greater accountability. Effective engagement, characterized by an ongoing, inclusive process for sharing information and inviting feedback in order to foster sound decision-making, provides a mechanism to determine how likely organizational directions are aligned with the interests and expectations of registrants.

Policy Statement:

- 2.18.1** The AIBC is committed to an active, ongoing process of engagement to ensure open communications and interaction with its registrants.

In administering this policy, attention will be given to the following guiding principles:

- The AIBC is committed to fostering interactive communications and consultation in the development and delivery of its policies, programs and services.
- The AIBC regards registrant engagement as an important and valuable vehicle by which to test perceptions and bring forward useful information.
- The AIBC supports an organizational culture of openness and transparency with regard to its decision making.
- The AIBC's registrants are entitled to timely, accurate and comprehensible information in order to ensure the opportunity to effectively participate in the affairs of the institute.

Accordingly, the council will:

- 2.18.2** Ensure open and direct engagement with registrants on a regular, ongoing basis in order to share information about institute programs and initiatives, as well as regulatory updates.
- 2.18.3** Ensure that the institute's annual budget contains the necessary resources to facilitate registrant engagement in an effective and ongoing manner.
- 2.18.4** Establish an operational approach whereby registrant engagement is used as a means to:
- improve communications including ongoing dialogue, consultation and collaboration;
 - gather useful data and input;
 - foster the implementation of initiatives;
 - verify the impact of decisions made;
 - enhance the quality of services provided; and

First Approved: July 9, 2013
Last Revised: November 10, 2020
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council

- enable more effective decision-making.

2.18.5 Employ registrant engagement strategies that recognize the diversity within the organization.

First Approved: July 9, 2013
Last Revised: November 10, 2020
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.19	POLICY FOCUS:	COMMUNICATIONS AND ENGAGEMENT: GOVERNMENT RELATIONS

Preamble

Regulatory bodies have the opportunity to influence public policy and governmental programs, including those at the local, provincial and federal levels. This is best realized through focused and ongoing government relation's efforts. As a self-regulated profession empowered by government to oversee the profession while protecting the public interest, the importance of proactive engagement with government has added importance.

Policy Statement

- 2.19.1** The AIBC is committed to an active, ongoing process of government engagement to maximize its effectiveness as a regulator in the public interest

In overseeing the implementation of this policy, council's focus will be on ensuring compliance with the following guiding principles:

- The AIBC and its registrants have specialized knowledge applicable and relevant to many aspects of public policy development.
- The AIBC should be involved with any government initiatives that will or may impact the architectural profession in British Columbia, working with the appropriate elected officials and governmental decision-makers.
- The AIBC is committed to fostering dialogue and providing information and advice to all levels of government on architecture-related matters, particularly those concerning public policy.
- The AIBC's public interest mandate is well served through monitoring the political landscape while maintaining open lines of communication to all levels of government.

Accordingly, the council will:

- 2.19.2** Ensure the ongoing existence and implementation of a proactive strategy for engaging with elected politicians and government representatives at all levels.
- 2.19.3** Encourage the positioning of the AIBC as a supportive contributor to government in its development of legislation, policies and programs.

First Approved: July 9, 2013
Last Revised: November 10, 2020
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.20	POLICY FOCUS:	COMMUNICATIONS AND ENGAGEMENT: MEDIA RELATIONS

Preamble

The AIBC is accountable to the public for its decisions and actions. Such accountability necessitates a genuine public awareness and understanding of the AIBC's policies, directions, programs and services.

Policy Statement

2.20.1 The AIBC is committed to proactive and responsive media relations as a valuable means of reaching the public and influencing public opinion.

In administering this policy, attention will be given to the following guiding principles:

- The AIBC is committed to a culture of honesty, transparency and accessibility.
- The AIBC recognizes that media play an important role in both informing the public of the institute's decisions and directions, and in shaping public opinion about the institute.
- Positive, constructive media relations serve to increase public awareness of the institute, its programs and services.
- In all dealings with the media, all members of AIBC Council and AIBC staff must remain aware that they are representatives of the institute and therefore avoid making comments that may damage the reputation of the institute.

Accordingly the council will:

- 2.20.2** Support the development of open, honest, responsive and responsible working relationships with media.
- 2.20.3** Establish a formalized internal process for providing the media, with timely, clear, accurate, objective and pertinent information about AIBC policies, positions, decisions and council initiatives.
- 2.20.4** Support the Chief Executive Officer (CEO) in his/her delivery of appropriate, consistent and strategic key messages on behalf of the AIBC and its registrants, carried out in a coordinated fashion.
- 2.20.5** Require that only the AIBC Council President, CEO or their designates are authorized to speak for the institute in an official capacity to the media.

First Approved: July 9, 2013
Revised: March 8, 2016
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: CEO



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.21	POLICY FOCUS:	COMMUNICATIONS AND ENGAGEMENT: CRISIS COMMUNICATIONS

Preamble:

Organizations are sometimes faced with unanticipated, impactful events or circumstances that call for a focused and timely communications response in order to best represent the interests of the organization and its people. In times of crisis, the ability to provide accurate information in a timely manner is increasingly important.

Policy Statement:

- 2.21.1** The AIBC shall have in place a crisis response strategy in the event of emergent circumstances that threaten the authority, integrity or viability of the institute.

In collaboration with the Chief Executive Officer (CEO) on implementing this policy, attention will be given to the following guiding principles:

- The AIBC recognizes that clear lines of communications during a crisis or emergency are essential for the timely provision of accurate, relevant and consistent information. This includes agreement regarding lead responsibility as the organization's official spokesperson.
- The institute's approach to crisis communications needs to be proactive (i.e. using efforts to identify and assess in advance those developments that might lead to a crisis) as well as reactive wherein best practices are reinforced and lessons are learned in order to avoid recurrence.

Accordingly the council will:

- 2.21.2** Ensure a process is in place that provides a controlled flow of information so as to minimize any damage to the institute's authority, position or reputation as a self-regulating profession serving the public interest.
- 2.21.3** Monitor and oversee the appropriate response in situations necessitating crisis communications.

First Approved: July 9, 2013
Revised: March 8, 2016
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.22	POLICY FOCUS:	COMMUNICATIONS AND ENGAGEMENT - PUBLIC OUTREACH & ADVOCACY

Preamble:

Central to the AIBC's regulatory mandate, and a principle stakeholder to the realm of architecture, is the public. While the institute's area of focus is principally the effective regulation of the profession and its practitioners, there is also value in programs and services that engage the public, thus enhancing and supporting the very public interest the institute is charged to protect.

Related to this acknowledgement that within the built environment there exists various awards programs for the acknowledgement and recognition of both projects and practitioners. AIBC Council members, most often the president, are often invited to judge the award submissions, or to present an award. While this does fit within Public Outreach, it does create the following risks exist when the AIBC president (or any council member) judges another organization's architectural awards:

- The AIBC president is prominently identified as such, creating an impression that they are speaking on behalf of the AIBC when acting as a judge.
- An award is given, at the AIBC president's selection, to an architect/firm that has been disciplined or is about to be.
- An award is not given on the basis that the AIBC has provided information about potential discipline concerning the nominee. The nominee could reasonably complain that they were treated unfairly, or their privacy was breached, which are both potentially quite problematic for the AIBC and the awards organizer.

Policy Statement:

2.22.1 Generally, the AIBC supports initiatives towards a public that is both knowledgeable and supportive of the role of architects and the value of architecture as a key component of the shared built environment.

2.22.2 In the limited circumstance in which an AIBC Council member or president is asked to serve as an award judge, the following policy exists:

- It will be made clear to all that the individual is serving as a judge in their individual capacity as an architect, and not as a representative of the AIBC. As such, the profile given to the council member's role at the AIBC will be minimized, including not highlighting their role on council in promotional material or 'judge's biographies', etc.
- If any judge, or the organizer, wants to know an award nominee's discipline history, the AIBC will provide the information to the organizer only, exactly as would be provided to any member of the public, and not more.

In administering this policy, attention will be given to the following guiding principles:

- As a regulatory body responsible for the enforcement of regulation specific to those who practise architecture in British Columbia, it is not appropriate for the AIBC to engage in advocacy efforts specific to individual architects or groups of architects. However, there is both reason and value for the AIBC to undertake public education

regarding the profession as a whole.

- Articulating a publicly-held position in support of the profession of architecture as a whole is appropriate within the AIBC's role as a regulatory body.

Accordingly the council will:

- 2.22.2** Ensure that sufficient resources are allocated for delivering coordinated programs and services that raise the level of public understanding of, interest in and support for architecture and the architectural profession as a means of protecting the public interest.
- 2.22.3** Support an organizational communications approach that calls for formal, public responses to issues of public interest pertaining to the built environment.
- 2.22.4** Monitor the institute's public outreach and advocacy initiatives to ensure that they serve to:
- 2.22.4.1** increase awareness of the AIBC, the architectural profession (not an individual project or practitioner), and the profession's role in shaping communities and the built environment in which we all work and live;
 - 2.22.4.2** position the AIBC and the architectural profession as leaders in the development of sound public policy; and
 - 2.22.4.3** establish the AIBC as a credible, influential resource in matters pertaining to the built environment.
- 2.22.5** Advise the AIBC and adhere to this policy if approached to act as judge in an awards program related to the built environment.

First Approved: July 9, 2013
Last Revised: November 10, 2020
Last Reviewed: November 10, 2020

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.23	POLICY FOCUS:	ROLE OF THE COUNCIL LIAISON AND THE REGISTRAR

- 2.23.1** Council has created a liaison non-voting seat at the council table for the Immediate Past President*.
- 2.23.2** Annually, council appoints a member of the Institute as registrar*, per Section 19(1)(b) of the *Architects Act*, to serve for a one-year term. The registrar is a non-voting council officer. (See also policy 2.25 The Role of the Registrar in Maintaining the Register).
- 2.23.3** The Immediate Past President, once their elected term has expired, may, in recognition of their knowledge, experience and stakeholder relationships, be invited as a council liaison.

Accordingly, the registrar, and Immediate Past President may:

- 2.23.4** Attend council meetings and planning sessions and participate in a non-voting capacity.
- 2.23.5** Not make motions or take part in council votes.
- 2.23.6** Not make decisions or public statements on behalf of the council or the Institute.
- 2.23.7** Be asked by council to participate in council strategic planning sessions and to be involved in council committees, task forces or working groups as needed.

In recognition of the contribution the Immediate Past President liaison and registrar make to the council governance of the Institute, the following benefits are provided during their term of service:

- Annual council retreat associated costs (accommodation, food and beverage and travel);
- AIBC-provided or organized orientation and training sessions;
- Lunch/refreshments when attending council meetings and planning sessions;
- Parking paid while attending council meetings and planning sessions**.
- Council liaisons outside of the Lower Mainland - travel costs to attend council meetings and planning sessions (including ferry and overnight accommodation if required, or return Harbour Air from Vancouver Island, or return airfare or mileage from other parts of the province)**.
- Travel/accommodations/related expenses to attend national meetings; government meetings; stakeholder engagement; chapter meetings; annual conferences of other professional/industry organizations attended at the request or invitation of the AIBC Council President or CEO**.

First Approved: November 8 2016
Last Revised: September 13, 2022
Last Reviewed: September 13, 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council

- In addition to the above, and in further recognition of their service to the council and the Institute, the Immediate Past-President will also be provided complimentary registration at the AIBC Conference/PD Day held at the end of their year of service.

* This policy applies when the Immediate Past-President and/or appointed registrar is not an elected council member.

** Expenses incurred related to these activities are reimbursed according to council policy 2.16 Council Members Expenses, Honorarium, and Remuneration.

First Approved: November 8 2016
Last Revised: September 13, 2022
Last Reviewed: September 13, 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.24	POLICY FOCUS:	AIBC REPRESENTATION AND PARTICIPATION AT CALA

Preamble

The Canadian Architectural Licensing Authorities (CALA) represents nationally the eleven architectural regulators in Canada. Through CALA the Canadian architectural regulators work collectively to develop and adopt nationally recognized standards and programs that help to meet their regulatory responsibilities as well as the needs of the architectural profession.

Under the *Terms of Reference for Cooperation between the Canadian Architectural Licensing Authorities (CALA Terms of Reference)*, the members of CALA meet twice a year. The council President (or designate) of the host jurisdiction will serve as the Chair of the Meeting. The meetings will be attended by the council President (or designate) of each CALA member association. The council President in attendance (or designate) will serve as the official spokesperson for the individual CALA member for the duration of the meeting.

Members of CALA are required to participate on CALA committees. Standing committees include the Canadian Certification Board (CACB) Standing Committee, the International Relations Committee (IRC), and the Committee for the Examination of Architects Committee (CExAC). Various non-standing committees, working groups, and task forces are also formed as needed.

Financial support of CALA is provided according to the *Terms of Reference for Cooperation between the Canadian Architectural Licensing Authorities (CALA)*, and the *CALA Financial Administration Meeting and Travel Equalization Policy*.

Policy Statement

2.24.1 The AIBC will seek to respect and support the *Terms of Reference for Cooperation between the Canadian Architectural Licensing Authorities (CALA) (CALA Terms of Reference)* with regard to the participation and continuity of the AIBC President (or designate), and with regard to both CALA committee participation and financial support.

Accordingly, and with regard to the participation and continuity of the AIBC President (or designate):

2.24.2 The current President will normally represent the AIBC at CALA meetings, and on CALA committees for the duration of his / her term as President.

2.24.3 Should the President choose not to undertake this role, council shall normally appoint the Immediate Past President as designate to serve in this capacity for the council year. If the Immediate Past President has not represented the AIBC at CALA meetings, council may appoint another designate council member to represent the AIBC, with preference given to a councillor who has previously represented the AIBC at CALA meetings.

First Approved: May 2 2017
Last Revised: January 14, 2019
Last Reviewed: September 10, 2019

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council

- 2.24.4** To assist a newly-elected AIBC President who undertakes the CALA representation role without prior CALA experience, while ensuring continuity of CALA initiatives and committee work, the Immediate Past President may attend CALA meetings for as long as is determined necessary by council. If an Immediate Past President has not represented the AIBC at CALA meetings (per 2.24.3), council may appoint an alternative attendee to join the President, with preference given to a councilor who has previously represented the AIBC at CALA meetings.

Accordingly, and with regard to the participation and continuity of the AIBC President (or designate), the President (or designate) will:

- 2.24.5** Attend CALA meetings twice a year at a place and time to be determined by the host jurisdiction.
- 2.24.6** Communicate the perspective, interests and views of the AIBC at CALA meetings.
- 2.24.7** Ensure matters of national concern discussed by CALA are communicated to council through council meeting reports.
- 2.24.8** Ensure that matters discussed by CALA related to the governing of the profession are brought before council for formal approval, as appropriate.

Accordingly, and with regard to CALA committee participation, the CEO will ensure that:

- 2.24.9** The AIBC is represented on CALA standing and discretionary committees, as appropriate, and including council approval as and when required.

Accordingly, and with regard to CALA financial support, the CEO will ensure that:

- 2.24.10** The annual budget enables the AIBC to honour the funding terms as described in the CALA Terms of Reference, including funding for expenses and initiatives related to the standing committees, and discretionary committees, task forces, and working groups.



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0 POLICY CATEGORY: GOVERNING PROCESS

2.25 POLICY FOCUS: ROLE OF THE REGISTRAR IN MAINTAINING THE REGISTER

2.25.1 The Registrar's duty to "keep the register of the institute" is established by Section 33 of the *Architects Act*. This clear statutory authority may intersect with the CEO's oversight of AIBC staff and certain operational processes within the Department of Registration & Licensing.

Accordingly, the Registrar:

2.25.2 Has no authority to exercise direct supervision of AIBC staff, but may exercise authority to keep the register under this policy in relation to AIBC staff by communicating with the CEO.

2.25.3 Subject to 2.25.2, has authority and right to:

- exercise general oversight over the data entered into the register through operational processes (but not to alter data or produce reports);
- request reports and related information related to the proper maintenance of the register;
- have access to the register for the purposes of register oversight; and
- be consulted in relation to material hardware and software system changes related to the register.

First Approved: January 15 2018
Last Revised: January 15 2018
Last Reviewed: September 13, 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

2.0	POLICY CATEGORY:	GOVERNING PROCESS
2.26	POLICY FOCUS:	ROLE OF THE TREASURER

- 2.6.1** The Treasurer's primary role is to ensure that policy and procedures are in place for the ongoing overview of all aspects of the AIBC financial position and long term financial strategies to ensure the Institute's financial health.
- 2.6.2** Following the Council officer election in accordance with AIBC Bylaws and Council Rules, the Treasurer will serve a one year term. A Treasurer may not serve for more than three consecutive years.

Accordingly, the Treasurer:

- 2.6.2** Shall be the primary Council signatory on organization-issued cheques per Council Policy 1.11.10.
- 2.6.3** Shall, in accordance with financial management and related AIBC Bylaws, submit a copy of the duly audited financial statements by the Auditors of the Institute to the Council prior to each Annual General Meeting.
- 2.6.4** Deliver a report on the financial health of the Institute at each Annual General Meeting.
- 2.6.5** Shall chair the Finance and Audit Advisory Group and is responsible for coordinating and directing the work of the Advisory Group as indicated in its Terms of Reference.
- 2.6.7** Has no authority to make financial decisions beyond policies created by the Council.
- 2.6.8** Is the designated spokesperson for the council. They may designate others to do so as required.
- 2.6.9** Will review and may approve council members' expenses (subject to policy 2.16). The Treasurer will ensure they conform to Council Policy 2.16 statements in order to approve them.

First Approved: February 2023
Last Revised: February 14, 2023
Last Reviewed: February 14, 2023

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

3.0	POLICY CATEGORY:	GOVERNANCE GENERAL
3.1	POLICY FOCUS:	PROFESSIONAL PRACTICE: REQUEST FOR PROPOSAL (RFP) **

- 3.1.1** AIBC Council believes that all architects should provide the most professional, reliable, ethical and honest services to all clients and uphold their commitment to acting in the public interest; and council believes that an architect or architectural firm should only submit a fee proposal to a client with the benefit of essential information from the client, that will enable a responsible professional determination as to the provision of fees-for-service.

Accordingly, no architect or architectural firm shall respond to a request for a proposal (RFP) until it has:

- 3.1.2** Received from the client clarification of the project's identity and principal requirements, location and funding status.
- 3.1.3** Received from the client the schedule for the project, indicating at least the anticipated start of services and desired completion dates.
- 3.1.4** Received information respecting the construction budget* for the project, if the project is a construction project
- 3.1.5** Received from the client the details of the scope of services that will be required.
- 3.1.6** Confirmed terms of engagement with the client.

* "construction budget" does not include the client's other "project budget" factors which do not relate to the architects scope of service and the intended "work" itself.

** Reference Bylaws 28, 34.10 and 34.16 and Code of Ethics rules and advice thereunder, along with Bulletin 64



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

3.0	POLICY CATEGORY:	GOVERNANCE GENERAL
3.2	POLICY FOCUS:	PROFESSIONAL PRACTICE: CANADIAN HANDBOOK OF PRACTICE

- 3.2.1** The Council of the AIBC believes in the value of a national Canadian Handbook of Practice for architects and other registrants, as well as other industry stakeholders, across the country to encourage consistent standards and approaches to the practice of architecture.

Accordingly, the Council will:

- 3.2.2** Encourage and, where appropriate, work with the Architecture Canada | RAIC, or its designate, to provide an ongoing commitment and support to maintain the currency and relevance of the Handbook and to seek input from various architectural jurisdictions, including the AIBC.

First Approved: February 2, 1998
Revised: November 2019
Last Reviewed: November 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

3.0	POLICY CATEGORY:	GOVERNANCE GENERAL
3.3	POLICY FOCUS:	PROFESSIONAL PRACTICE: SPECIALIST DESIGNATIONS

- 3.3.1** The AIBC Council may identify and propose, for bylaw approval, a category of Specialist Designation available and accessible to members when it determines that an enhanced degree of expertise (beyond that normally expected from members) is required to meet the interests of the public.

[Implementation has legislative authority under the Architects Act, effective 31 March 2008.]

Accordingly:

- 3.3.2** The identified standards, criteria and protocols respecting education, experience and examination for obtaining a Specialist Designation will be in the interest of the public.
- 3.3.3** The standards, criteria and protocols to meet and qualify for the Specialist Designation must be objective, available to and known by all registrants, partner organizations, authorities having jurisdiction, and members of the public.

First Approved: June 14, 2004
Last Revised: November 2022
Last Reviewed: November 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

3.0	POLICY CATEGORY:	GOVERNANCE GENERAL
3.4	POLICY FOCUS:	PROFESSIONAL PRACTICE: CONTRACTORS AND CERTIFICATES OF PRACTICE

- 3.4.1** Except as required by council* ruling (b) and Rules 1 and 2 to Bylaw 34.2 relating to the “use of seal”, the Council holds that an Architect AIBC, who works under contract to, not as an employee of, an architectural firm holding a Certificate of Practice, is not required to have an architectural firm with a Certificate of Practice. Employees of architectural firms are generally also not required to have an individual Certificate of Practice**.

* cf. AIBC Code of Ethics and Professional Conduct

** cf. AIBC Bulletin 61

First Approved: January 2000
Last Revised: November 2019
Last Reviewed: November 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

3.0	POLICY CATEGORY:	GOVERNANCE GENERAL
3.5	POLICY FOCUS:	PROFESSIONAL PRACTICE: BUILDING CODE LETTERS OF ASSURANCE

3.5.1 The Council of the Architectural Institute of BC endorses the enhanced public safety offered by formalizing and regulating the obligations of owners to engage architects and engineers to provide design and field review services to appropriate professional standards; the provision of such services under professionally acceptable terms and conditions; and the provision of signed, sealed and dated Letters of Assurance for both design and field review as required under section 77 of the *Architects Act*; and under applicable building codes.

Accordingly:

- 3.5.2** Council endorses the Letters of Assurance required and described under the current BC Building Code and their Vancouver Building Bylaw counterparts.
- 3.5.2** Council supports the current BC Building Code and Vancouver Building Bylaw Letters of Assurances' standard, uniform application, without qualification, across British Columbia.*
- 3.5.3** Council is prepared to accept other forms** as are reviewed and are acceptable to the AIBC's Regulatory Coordination Committee with the benefit of such professional practice, legal and insurability advice as may be applicable.
- 3.5.4** Council does not support any other Letters of Assurance or similar forms seeking an architect's certification.

* cf. AIBC Practice Guidelines, and the 'Guide to the Letters of Assurance in the BC Building Code' issued by the Province of BC

** Model Schedules "D" and "C-D" for Enhanced Building Envelope Services forming part of AIBC Bulletin 34; City of Vancouver Schedules D-1 and D-2 and City of Burnaby Schedules E-1 and E-2 derived from the Bulletin 34 model schedules; and Model Schedules S-B and S-C forming part of the Joint Practice Guideline: Professional Design and Field Review By Supporting Registered Professionals are acceptable, as well as the City of Vancouver's and City of Surrey's Certified Professional Program letters; those implemented by the Vancouver Airport Authority; and the Ministry of Transportation letters for the Canada Line and the Evergreen Line.



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

3.0	POLICY CATEGORY:	GOVERNANCE GENERAL
3.6	POLICY FOCUS:	PROFESSIONAL PRACTICE: ARCHITECTURAL COMPETITIONS

- 3.6.1** The Council of the AIBC supports and encourages appropriately conducted architectural competitions as means of increasing public dialogue and profile of excellence in architectural design, offering opportunities for younger practitioners, encouraging exploration of theoretical or prototypical ideas and providing benefits to specific realized projects and their communities. Accordingly the council encourages the Royal Architectural Institute of Canada to collaborate and build consensus across Canadian architectural licensing jurisdictions, and encourages Canadian architectural licensing jurisdictions to establish, maintain and publish “Rules for the Conduct of Architectural Competitions”.

Note: the AIBC has jurisdiction regarding architectural competitions and the related conduct of its members under authority of Bylaws 34.9 through 34.14. Related documents, containing Council rulings, commentary and advice, include the Code of Ethics; Bulletins 63 and 64; and ... as a compliance touchstone under Bylaws 34.11 and 34.12 ... the former “Canadian Rules for the Conduct of Architectural Competitions”. Council also has the discretionary power under Bylaws 34.11 and 34.12 to direct otherwise to assure equitable treatment as well as equal and adequate remuneration for participating architects. RAIC Document 5 has been withdrawn from publication.

Currently Bylaw 34.11 and 34.12 refer to a “Canadian” document so amendments would need to be made so that the primary compliance reference is to such rules and documents as Council approves.

First Approved: December 2007
Last Revised: September 12, 2017
Last Reviewed: November 2019

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

3.0	POLICY CATEGORY:	GOVERNANCE GENERAL
3.8	POLICY FOCUS:	PROFESSIONAL DEVELOPMENT: NATIONAL CONTINUING EDUCATION FRAMEWORK

- 3.8.1** The AIBC values and encourages the development and implementation of a harmonized national framework for continuing education.

Accordingly, the Council of the AIBC:

- 3.8.2** Supports a national framework for a continuing education program which acknowledges and incorporates:

3.8.2.1 National application;

3.8.2.2 The implications of two national languages and varied provincial/territorial statutes, bylaws and regulation and how they will affect framework development and implementation;

3.8.2.3 Mandatory required competencies;

3.8.2.4 Inter-recognition of continuing education credits;

3.8.2.5 Accessibility for all CES Participants (as defined in Council Rules 5: Continuing Education System (CES));

3.8.2.6 Common measures for evaluation and credit;

3.8.2.7 Common reporting and tracking system; and

3.8.2.8 Common valuation of “core” competency.

- 3.8.3** With respect to persons who are registered in multiple jurisdictions:

3.8.3.1 Recognizes that all jurisdictions in Canada currently have credible mandatory continuing education systems;

3.8.3.2 Acknowledges variations among them with respect to: length of reporting period; end date of reporting period; number of units required per reporting period; “core” classifications; evaluation measures; reporting and tracking systems; and other minor aspects; and

3.8.3.3 Accordingly, deems any CES Participant also registered and resident in another recognized licensing jurisdiction and compliant in that other jurisdiction regarding its mandatory continuing education system, to be so compliant with the AIBC’s Continuing Education System requirements.

First Approved: October 13, 1998
Last Revised: November 2019
Last Reviewed: November 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Reporting
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

3.0	POLICY CATEGORY:	GOVERNANCE GENERAL
3.9	POLICY FOCUS:	LEGISLATION AND BYLAWS: BYLAW AMENDMENTS CONSULTATION

- 3.9.1** AIBC bylaws 35.1 and 35.2 provide that members may amend the AIBC’s bylaws only by way of a two-thirds vote of members present at a general meeting or by mail-in ballot with a two-thirds affirmative majority of ballots received (which number must be no less than five per cent of the voting membership of the institute). The bylaws also provide for very specific notice periods and deadlines. E-voting bylaws for bylaw amendments were approved by the members at the 2014 AIBC Annual Meeting which would also require, similarly, two-thirds affirmative majority approval.

Given the high threshold of member support necessary for bylaw change and the importance of bylaws to the governance of the profession, including the establishment of certain professional conduct and ethical standards, an appropriate information and consultation process for architects and other relevant individuals and organizations is warranted. In addition, member consultation provides a genuine opportunity to improve the language of the bylaws and to assess member support prior to any vote.

Council recognizes that a spectrum of bylaw consultation strategies is available; that the options chosen may vary with the nature of the bylaws under consideration; and that bylaw consultation may involve internal and external persons and organizations.

Accordingly, the Council shall ensure that:

- 3.9.2** Any bylaw amendment proposal that council supports in principle shall proceed to a consultation process with architects and other relevant persons and organizations (“bylaw consultation”) prior to any bylaw vote by members.
- 3.9.3** Any relevant board, committee, task force or other bylaw amendment proponent undertakes bylaw consultation and reports back to council on the consultation and the feedback received, for council consideration.
- 3.9.4** Bylaw consultation always includes notification and posting of the bylaw initiative to members and the public through publication on the AIBC web site for a reasonable period of time prior to any bylaw vote; a registrant information session; and an opportunity for architects, associates and the public to provide feedback to the institute.
- 3.9.5** In recognition of the provincial government’s statutory authority to disallow any bylaw passed by the membership, any bylaw consultation always includes adequate notice to, and consultation with, relevant provincial government representatives prior to any bylaw vote.

First Approved: June 10, 2014
Last Revised: November 2019
Last Reviewed: November 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Reporting
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

3.0	POLICY CATEGORY:	GOVERNANCE GENERAL
3.10	POLICY FOCUS:	LEGISLATION AND BYLAWS: RULES and RULINGS - NOTIFICATION

3.10.1 AIBC Council has authority under Section 5 of the *Architects Act* to make ‘rules’ to govern the affairs of the institute, subject to the *Act* itself and AIBC bylaws. Some of these rules are for internal governance, while others are tied to bylaws, such as the rules related to the mandatory continuing education system.

AIBC Council also makes ‘rulings’ tied to the bylaws in the AIBC’s *Code of Ethics and Professional Conduct*. These rulings are specific, binding supplements to the bylaws in that document.

Given the importance of both rules and rulings to institute governance and professional standards, providing reasonable notice to members of intended rules and rulings is warranted. Council values member feedback when making rules and rulings.

Accordingly, the Governance Committee shall ensure that:

3.10.2 Notification is provided to architects and associates, and a means to provide feedback is established, for any rules or rulings that council is considering for council vote by:

- Providing at least 30 days’ notice by transmitting specific electronic notification; and
- Posting such notification on the AIBC web site for at least 30 days.

3.10.3 A summary of feedback received is provided for council consideration prior to any council vote.

3.10.4 In circumstances where council determines that a council vote on a rule or ruling is urgent such that the notification provided for in 3.10.2 would adversely affect a governance or public interest issue; and council has shortened or eliminated the notification period; specific electronic notification to architects and associates and posting on the AIBC website are provided of the circumstances and outcome of such vote promptly after the vote.

First Approved: June 10, 2014
Last Revised: March 8, 2016
Last Reviewed: November 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Reporting
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

4.0	POLICY CATEGORY:	COUNCIL AND CHIEF EXECUTIVE OFFICER RELATIONSHIP
4.1	POLICY FOCUS:	AUTHORITIES AND RESPONSIBILITIES OF THE CHIEF EXECUTIVE OFFICER (CEO)

4.1.1 The tasks of implementation and operational policy development, based on AIBC Council policies, are the responsibilities of the Chief Executive Officer (CEO) as Council's single official link to the operating organization. The CEO is accountable for all organizational performance and exercises all authority transmitted into the organization by the AIBC Council.

Consequently:

4.1.2 Council will make policies in consultation with the CEO regarding finances.

4.1.3 Council delegates to the CEO authority on all operational decisions.

4.1.4 The CEO will implement the policies of the council in compliance with legislation, AIBC bylaws and codes.

4.1.5 The CEO has complete authority to employ, compensate, direct, supervise, evaluate and terminate staff.

4.1.6 Results to be achieved by the CEO are set out in council's policies, council vision and strategic plan, and other outcomes or goals determined by council from time to time.

4.1.7 The parameters that guide the actions and behaviors of the CEO are specified within the operational policies.

4.1.8 Council is obligated to respect and support CEO's decisions and choices in operational matters unless in the council's view those decisions are in violation of established council policies or decisions.

4.1.9 Authority over the CEO is held by the whole council, not its individual members, committees or council officers.

4.1.10 Individual council members, committees or officers may request information or assistance from the CEO but the CEO may exercise discretion if in the CEO's judgment the request is disruptive, requires staff time or dollars not allocated for these requests, or requires a decision by council.

4.1.11 Although the CEO may request the advice or perspective of the council or a council member on an operational matter, the CEO is not obligated to follow the given advice, nor expected or obligated to treat the advice as the wishes or decision of the council, unless otherwise specified by the council.

First Approved: October 1999
Last Revised: March 8, 2016
Last Reviewed: November 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

4.0	POLICY CATEGORY:	COUNCIL AND CHIEF EXECUTIVE OFFICER RELATIONSHIP
4.3	POLICY FOCUS:	MONITORING AND CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW

4.3.1 It is necessary for AIBC Council to monitor and evaluate Chief Executive Officer (CEO) performance. Any council evaluation of the CEO performance, formal or informal, may be derived only from monitoring data consistent with organizational performance as a total.

4.3.2 The purpose of monitoring is to determine the degree to which council policies are being fulfilled.

Accordingly, AIBC Council will:

4.3.3 Conduct a formal CEO performance evaluation annually by a council-established formal process including timeframe and criteria.

4.3.4 Establish and follow a process and schedule for monitoring outcomes/results and operational constraints policies on a regular basis throughout each year.

4.3.5 Monitor policy compliance in one or more of three ways:

4.3.5.1 Internal report: disclosure of compliance information to the council from the CEO.

4.3.5.2 External report: discovery of compliance information by an impartial, external auditor, inspector or judge who is selected by and reports directly to the council.

4.3.5.3 Direct council inspection: this is a council inspection of documents, activities or circumstances, directed by the council, which meets a “prudent person” test of policy compliance.



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

4.0	POLICY CATEGORY:	COUNCIL AND CHIEF EXECUTIVE OFFICER RELATIONSHIP
4.4	POLICY FOCUS:	CHIEF EXECUTIVE OFFICER RECRUITMENT, SELECTION, TERMINATION & COMPENSATION

4.4.1 The AIBC Council adheres to fair and equitable employment standards and practices. The Chief Executive Officer (CEO) is the only staff person who is selected by, engaged by and reports to the council. It is essential that the council employ and compensate accordingly an individual in whom they have the utmost confidence and trust.

Accordingly council will:

4.4.2 Establish the criteria and qualifications they require of someone filling the position of CEO.

4.4.3 In recruiting a new CEO, do the following:

4.4.3.1 Agree on the process that will be used to recruit, screen, interview, select and engage an individual from among qualified candidates.

4.4.3.2 The candidate recruitment and preliminary screening process may be handled by a task force of the council; however, as the successful candidate will be reporting to the whole council, a committee appointed by the council will interview those short listed candidates who most closely satisfy the council's requirements.

4.4.3.3 The council as a whole will select the candidate to whom an offer of employment will be made.

4.4.3.4 The council will establish a compensation and benefits package for the CEO that (1) enables it to attract and engage a senior executive with the qualifications, experience and competence required for the position; (2) is competitive for similar positions in comparable circumstances; (3) clearly establishes the process and criteria for increases, if any, during the period of the CEO's contract; and, (4) satisfies applicable government guidelines, regulations and legislation.

4.4.4 Conduct a CEO performance review annually and make, or not make, appropriate adjustments to his/her compensation based on the outcome of the review.

4.4.5 Inform the CEO, at the beginning of each year, of the CEO review and evaluation process that will be followed, and of the criteria that will be used for assessing performance and making adjustments to his/her compensation and benefits.

4.4.6 A decision to alter the CEO's employment arrangements will be made by the whole council.

4.4.7 A decision to end, renew or extend the CEO's employment will be made by the council as a whole and not by an individual, committee or task group acting on behalf of the council.

First Approved: October 12, 1999
Last Revised: March 8, 2016
Last Reviewed: November, 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council



ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

4.0	POLICY CATEGORY:	COUNCIL AND CHIEF EXECUTIVE OFFICER RELATIONSHIP
4.5	POLICY FOCUS:	COMMUNICATION/REPORTING – CHIEF EXECUTIVE OFFICER TO THE COUNCIL

4.5.1 With respect to providing information and counsel to the AIBC Council, the Chief Executive Officer (CEO) will not permit the council to be uninformed.

4.5.2 Clear lines of communication and reporting are essential for a smooth flow of information and feedback between the Chief Executive Officer (CEO) and the council.

Accordingly, the Chief Executive Officer (CEO) will:

4.5.2 Ensure that personnel report to the council through the CEO.

4.5.3 Make every effort to ensure that the council is well informed on matters that materially or reputationally affect the functioning of the Institute and/or the assumptions on which the council is operating.

4.5.4 Ensure that the council is aware of relevant trends, anticipated media coverage, material external and internal changes, particularly those upon which any council policy has previously been based.

4.5.5 Submit monitoring data specified by the council in an accurate and timely fashion. This would include reports and recommendations from boards, task forces and committees, and submitting these to the council as appropriate.

4.5.6 Except for fulfilling reasonable individual requests for information, address council as a whole.

4.5.7 Submit to the council information and advice that:

- (a) Is objective and timely;
- (b) Has no significant gaps in completeness and accuracy; and
- (c) In matters of material importance, reflects the opinions of internal and external stakeholders that become known to the CEO, in order that the council may make informed choices.

4.5.8 Respond, in a timely fashion to the best of his/her ability, to requests for information from the council as a whole.

4.5.9 Normally contact the President to request a meeting of the council, but the CEO can make the request of any council member.

4.5.10 Report actual or anticipated noncompliance with any policy of the council.

First Approved: October 1999
Revised: November 2019
Last Reviewed: November 2022

Monitoring Frequency: 3-Year Cycle
Monitoring Method: Compliance Report
Responsibility of: Council