

consulting
ARCHITECTS
of ALBERTA

two thousand and eleven annual report



Mission	1	P3 Committee Report	11
Board List	2	Strategic Plan At-a-Glance	12
Membership List	2	Report from AAA Liaison	13
Chair's Report	3	Report from CEA Liaison	14
Executive Director's Report	4	Report from RAIC Alberta	15
External Relations Committee Report	5	Treasurer's Report	16
Governance Committee Report	7	Financial Statements	17
Procurement Committee Report	8	Member Charter	20
Contracts Committee Report	9	Annual Corporate Sponsors	21
Member Relations Committee Report	10		

Our Mission

To strengthen the practice of the consulting architectural firms of Alberta by serving as the business voice for our member firms.

The association represents, advocates for, and supports consulting architects to build a positive business environment for the architectural firms in Alberta.

Working together, members of the Consulting Architects of Alberta are creating a strong architectural profession better able to serve the needs of our clients and our communities.

Board of Directors

James Andalis
Doug Campbell
Bill Chomik
Vivian Manasc
Doug McConnell

Daryl Procinsky
Andrew Tankard
Tom Tittlemore
Craig Webber
John Webster

Ravi Abraham
CEA Representative
Doug Ramsey
AAA Representative
Robert Stirling
RAIC Representative



Board Retreat Exercise - November 2010

Membership List

Charter

ACI Architecture Inc.
Cannon Design Architecture Inc.
DIALOG
GEC Architecture
Group2 Architecture Engineering
HFKS Architects Inc.
HOK
HIP Architects
IBI Group
Kasian Architecture Interior Design
and Planning Ltd.
Manasc Isaac Architects Ltd.
Marshall Tittlemore Architects
ONPA Architects
Rockliff Pierzchajlo
Architects and Planners
S2 Architecture

Barbara Shipman Architecture
Stantec Architecture

Regular

Barr Ryder Architects & Interior
Designers
BKDI Architects
Burgess Bredo Architect
Coupland Kraemer Architecture &
Interior Design
David Murray Architect
Ferrari Westwood Babits Architects
Field, Field & Field
ft3
Hartwig Architecture Inc.
Hodgson Schilf Architects Inc.
J.B. Jamieson Architect Ltd.
John Murray Architectural Associates Ltd

The LeBlond Partnership Architects
& Planning
Manu Chugh Architect Ltd.
McKay Hlavacek Architects Ltd.
NORR Architects Planners
Quinn Young Architects Ltd.
Riddell Kurczaba Architecture
Engineering Interior Design Ltd.
Russell Architecture Ltd.
Simpson Roberts Architecture Interior
Design Inc.
Sturgess Architecture
The Workun Garrick Partnership
Zeidler Partnership Architects

Affiliate

City of Edmonton
University of Alberta
University of Calgary



Daryl Procinsky

Continuing to improve the business of architecture for our dedicated membership is both a privilege and crucial. Adding our perspective on the changing face of architecture is critical. We count on your continued support as we grow. Together our work has potential to continue to influence the direction of our profession. Thanks to your participation, this report contains some powerful success stories and we look forward to building on the organizational accomplishments of the past two years.

We continue to gain momentum - currently at 40 firms, up from 35 a year ago. I would like to thank the board, committee chairs, members and staff who have dedicated countless volunteer hours to drive your "business voice of Alberta architects." Most importantly, I ask the membership to thank our CEO Barbara Bruce, without whom this entire enterprise would struggle to retain focus.

Now past our second full year as an organization, we were, as expected, incredibly busy. In our inaugural year, the CAA was very responsive to industry needs. Seeing a need to align with the membership more directly, at a rigorous board retreat we developed key objectives. This has allowed us to focus on building a foundation directed to serving and aligning directly with the members' needs.

In an attempt to influence the direction of some key clients, the board forged four committees: procurement; contracts; scope and fees; and P3s. Together these committees have significantly influenced Alberta's project procurement. However, these committees are only effective when our membership "takes the wheel and drives." We truly

appreciate your extra effort and know that without your contribution, the CAA would have little influence on the direction of our profession.

The work continues and many fires still smoulder, though we have gained significant respect. There is a growing awareness across our client base and the country. A strong example of our impact was the creation of the first (now annual) Infrastructure Partners Conference held in 2010. The CAA was a leader as one of the five presenting partners. It was clear that our organization and members led the discussion focused on infrastructure accountability, and planted seeds for future influence with fresh and vocal contributions. Watch for further thought-provoking presentations and discussions in 2011-12.

While difficult to create, grow and maintain the CAA as an important part of our business practice, your support, crucial for our sustainability, helped to achieve the desired impact. Significant challenges to the profession and our businesses will continue. The CAA will meet those challenges head-on championing the foundation of practicing architecture in Alberta!

The organization runs a nimble model that requires growing commitment, persistent regeneration of committee members, and new ideas to spur innovation. A consistent message builds greater influence with key decision makers. As we carefully manage our fiscal model we are greatly appreciative of your contribution. We look forward to growing our membership and refreshing our committees with your assistance.

Daryl Procinsky
ONPA Architects

Executive Director's Report



Barbara Bruce

Focus and momentum. These are two of the biggest challenges any volunteer-based not-for-profit organization faces. I am privileged however to work with an outstanding Executive Committee, supported by a dedicated Board of Directors who, in spite of heavy demands on their time, give generously of themselves on behalf of the

CAA. Together we constantly challenge ourselves to focus on doing what the organization needs most in order to fulfill our mandate and maintain the momentum put in motion by the charter firms.

Looking back over our second year of operations, I see that much has been accomplished. After an initial emphasis on recruitment, we turned our attention to the advocacy agenda in year two. Although member recruitment will always be an important activity, we felt it important to dig in and begin to show those who joined “on faith” that making headway on important issues was possible. Many of these early joiners stepped forward to share in the task of developing and implementing our advocacy agenda. Together we identified core areas of focus, and established internal working committees to grapple with advocacy issues and develop strategies for addressing them. At the same time, CAA representatives have been participating in several external cross-industry committees where business challenges are being discussed. Within this annual report, each CAA committee has submitted a report on their advocacy activities, accomplishments, and go-forward strategies.

One of the things that I have observed however is a real cultural change. Firms that have long been, and continue to be, serious competitors, now have representatives sitting side by side at the committee table. They are sharing their knowledge, experience and varied views. A significant transformation is taking place where individuals are changing from guarded competitors to collegial collaborators. Their shared passion for the profession, along with concerns about the future for the wider industry, is bringing them together like never before.

As one of the committee members put it recently - “even if we are not successful with any one specific advocacy initiative, the mere fact that our firm has made real connections with our colleagues across Alberta, and we now have access to new market intelligence, has been invaluable.” They went on to express how, in sharing their business experiences, the firms are better positioned to make wise business decisions, potentially saving them significant time, money and frustration. The CAA has given them an “ear to the ground” and access to previously unavailable resources.

But - there is much yet to do. The board will focus on two areas at the upcoming retreat: fiscal sustainability; and the development of key messages that support effective, consistent and nimble advocacy efforts. We will be taking a close look at what is working, and where our energy needs to re-focus.

A huge THANK YOU to all the volunteers who have responded to our invitation to engage in the work of the CAA. Your contribution is invaluable in moving our mandate forward and to building an association that is focused and fiscally sustainable, with consistent momentum for years to come.

Barbara Bruce, Executive Director

External Relations Committee Report

Thank you to the following volunteers for their generous contribution of time and talents and to their firms for supporting their involvement on behalf of our profession:

EXECUTIVE COMMITTEE

Doug Campbell	Tom Tittlemore
Daryl Procinsky	John Webster

GOVERNANCE COMMITTEE

Doug Campbell	Tom Tittlemore
John Webster	

MEMBER RELATIONS COMMITTEE

James Andalis

EXTERNAL RELATIONS COMMITTEE

Doug Campbell	Tom Tittlemore
Vivian Manasc	Craig Webber
Daryl Procinsky	John Webster

PROCUREMENT COMMITTEE

Tony Brammar	Vivian Manasc
Keesa Hutchinson	Doug McConnell
Karen Kost	

CONTRACTS COMMITTEE

Peter Bull	Karen Kost
Doug Campbell	Doug McConnell
Christopher Filipowicz	Jan Pierzchajlo
Stewart Inglis	Darryl Rewniak

P3 COMMITTEE

Robert Black	Marilyn Palmer
Ron McIntyre	Martin Sparrow
Robert Rabinovitch	Craig Webber

SCOPE & FEES COMMITTEE

Doug McConnell	Daryl Procinsky
Allan Partridge	CEA representatives

The CAA was founded to provide business advocacy for architects in Alberta. Today, many new doors are opened for CAA members to provide intelligence and influence decisions. In fact, there are so many places that we are being asked to participate that we are unable to meet all the potential commitments.

In our first two years we have contributed to the Premier's Council for Economic Strategy, countless Infrastructure / Education / Health Services / Advanced Education / Treasury roundtables, forums, and committees. We have contributed to the Consulting Engineers of Alberta, and the Edmonton / Calgary / Alberta Construction Association committees. And our members have presented in many conferences here at home and nationally. The word is out - Alberta architects are a force to be reckoned with and many want to join the cause.

The board focused on the development of committees based on our priorities identified at the 2010-2011 Retreat. We founded four internal committees to focus our responsiveness to client and industry partner participation: Scope & Fees; P3; Contracts; and Procurement. Of course there were many peripheral activities outside the priorities of the board where the CAA was asked to provide skill and intelligence. In the spirit of building valued relationships with stakeholders, we did our best to provide support where possible to further the interests of our profession.

Thanks to the countless hours of personal time, the CAA members are respected, we are consulted, and we are effective! As the demographics and knowledge of

External Relations Committee Report

continued from previous page

our clients changes, sharing lessons learned and looking for opportunities for our industry will become the new passions within the organization. In 2011-2012 we will adjust our focus again, becoming more diverse and inclusive of the private sector clients. We have proven that our unique and strategic approach to collaboration is of benefit to all parties. We will need and look for greater involvement and support from our growing membership to advance our influence.

The CAA showed leadership as one of the five presenting partners for the first Infrastructure Partners Conference in 2010. As the freshest and most vocal organization to contribute, it was clear that our members led the discussion, focused infrastructure accountability, and planted seeds for future influence. In 2011 we look forward to more thought-provoking presentations and discussions led by our members!

As always, we are looking for your involvement... We need new energy, we want new perspectives, and we crave your knowledge to help us take the CAA, our members and our partners to greater heights. Now is the time to get involved, to get young practitioners involved, and to transform the business of architecture to reflect how you would like the practice to evolve! Let's get busy and keep our momentum influencing the direction of architecture into the future!

Daryl Procinsky
ONPA Architects

INDUSTRY RELATIONS

Representatives of the CAA are actively participating on several cross-industry committees. The CAA's participation brings forward the architect's perspective to other participants and allows for the CAA to gather valuable market knowledge for the benefit of its membership.

Alberta BIM Task Group

*Alberta Infrastructure Construction
Management Advisory Committee*

Alberta Infrastructure VRAES Advisory Task Force

*Architects and Engineers Building Committees
(Edmonton & Calgary)*

CAA Representative to CEA Board of Directors

*Design and Construction Cost Analysis
Committee*

Infrastructure Partners Conference Committee

Institutional Infrastructure Partners Committee

Thank you to the following who contributed to the above committees and other advocacy efforts:

Robert Black

Doug Cinnamon

Karen Kost

Doug McConnell

Daryl Procinsky

Peter Bull

Chris Filipowicz

Vivian Manasc

Jan Pierzchajlo

Jason Said

Governance Committee Report

Established in 2010, the committee's primary purposes are to:

Guide organizational governance and management functions

- Maximize the effective functioning ability and professionalism of the organization, maintaining a high level of performance to return maximum value to membership,
- Strive to follow best practices,
- Initiate and sustain a culture of excellence, learning and innovation within the organization, and
- Establish systems and practices that will facilitate the directors' ability to meet their duties.

The committee has undertaken several key initiatives in the past year to promote CAA's continuity and efficient future operation. Well established and accepted as the voice of consulting architects in the province, CAA's activities grow and its reach expands. The organizational structure must support and facilitate all of its operations.

1. **Succession planning** was a very important consideration this year. The goal is to ensure that the work done, time and energy invested by the charter firms continues in the years ahead. It is gratifying to report most board members are returning. It is also critical to identify good candidates for leaders within member firms willing and able to step forward and share the responsibility and honor of carrying on the CAA's objectives.

We expect at least one new board member to join us. Recruitment of new committee members is continuing with the expectation that many of these volunteers will rise to the board.

2. **Policy development** is ongoing work with the Executive Director to identify policies required for effective organizational governance and operation. The goal is to establish the right principles to efficiently and effectively run the CAA.

3. **Board support** is essential to ensure that board (and committee) members have the information and tools available to understand as a cohesive team what needs to be done, to work effectively, and to make the decisions required of them.

CAA members owe thanks to all board and committee members for the countless hours dedicated to the CAA cause. They have brought value through their energy, enthusiasm, considerable industry experience, and connections. Frank and open sharing of business challenges has helped us all to understand that we are not alone and that we can effect change and grow stronger by sharing information, exploring issues together and working collaboratively.

4. **Administrative oversight.** This committee is also responsible for ensuring that administrative resources (Executive Director and contractors) are focused on the board's directives. The CAA continues to run on lean resources and maintains a keen focus divided equally between building the organization and delivering on our advocacy mandate.

5. **2011 AGM planning.** The Annual General Meeting provides an opportunity to build momentum and spark dialogue. This year's focus is on private sector issues.

6. **Planning for the 2011 board orientation & retreat.** This event gives board members a chance to refine their focus for the next few years of operations.

Doug Campbell
Cannon Design

Procurement Committee Report

The Procurement Committee of the Consulting Architects of Alberta aims to streamline the process of procurement with a view to making the selection of architects easier for clients as well as for our members. Our focus is on purchasing practices, both in the public sector, and in the private sector.

To-date, we have started three key initiatives:

1. **Standard RFP document** - the committee is redeveloping and refining a “standard” form of RFP, aligned with standard forms of contract. This work is underway and a draft will go out to members in the fall of 2011. A final version will be downloadable from our CAA web site by the end of the year. Once the standard document is prepared, we are considering rolling out training programmes to complement this document, enabling owners to use this RFP and its evaluation tools.
2. **VRAES** - We have been working with Alberta Infrastructure, and the Consulting Engineers of Alberta to refine the VRAES procurement system. Now two years old, there are numerous concerns raised by our members, and we will be actively addressing these over the next few months.

3. **Purchasing practices** - We will be speaking to a number of the major “buyers” of architectural services including the City of Edmonton, the City of Calgary and the Universities of Alberta and Calgary. Each of these bodies, and the many others across Alberta, has unique and complex procurement methods, and it is our hope that this variety of methods will be reduced, allowing for the streamlining of proposal documents. Architectural practices are spending too much time responding to RFPs, contributing to the lack of time for detailed and coordinated documents. The CAA Procurement Committee is pursuing other avenues to communicate with the purchasing community and would be pleased to receive feedback from any members using “standard-form” contracts and other documents.

Vivian Manasc
Manasc Isaac Architects Ltd.

Contracts Committee Report

The Contracts Committee was established in 2011 to provide members with resources to assist in their contractual arrangements, and to negotiate with client groups toward fair and comprehensive agreements.

The committee's position is that the standard RAIC documents are the best basis for contracts in architectural practice, including the Document 6 Architect - Client Contract and other forms of agreement. However, there has been a trend, particularly in the public sector, toward clients creating their own forms of contracts. These can depart significantly from the standard industry standards, which were established through long practice and negotiation. It is in the interest of all consulting architects to understand the issues raised by these contracts and dealing with them in an equitable way.

The committee has formulated a three-part approach. In keeping with our electronic age, it is an interactive resource, mediated through the CAA website, and is intended to be easily accessible to all members.

1. **Contract Principles Overview:** A page has been created on the CAA website dealing with general principles of architectural consulting contracts. There is a list of key points to consider, along with things to look for and things to avoid when negotiating agreements. This is intended as a starting point to help members to understand the issues to keep in mind in arriving at fair agreements. Well-informed negotiations work to the advantage of consultants and clients alike.

2. **Client Interaction:** Over the past year the Contracts Committee has reviewed several forms of contract drafted by public sector clients for prominent projects. Drawing upon the collected thoughts and experience of members, the committee formulated a detailed response to each contract setting out the concerns to be addressed. Then committee members met with client representatives to negotiate. Through this process the CAA was successful in making several important improvements in the contracts. This is an ongoing process.

In the coming year the CAA will continue to discuss these contracts with clients, and will open discussions with several other public sector authorities to review their contracts.

3. **Member Online Forum:** The third part of the CAA contracts strategy is to sponsor a discussion among our membership about emerging contract issues. Online discussions will be set up on the CAA website for members to share information, voice concerns and discuss solutions as we work together toward fair contractual arrangements.

The Contracts Committee will continue to work closely with the CAA committees on procurement and conditions of engagement. These topics are closely related, and we will coordinate our efforts to form a comprehensive approach to practice issues.

Doug Campbell
Cannon Design

Member Relations Committee Report

The Consulting Architects of Alberta formally established the Member Relations committee this year. This committee is responsible for the customer service portfolio of the association, focusing on our member firms' needs and ensuring regular communication that identifies how the CAA is addressing those needs. The committee has been formed with the following mandate:

- To assist with the recruitment of members to the organization.
- To establish and maintain a customer service culture.
- To guide the organization's delivery of products and services to the membership.
- To ensure the alignment of products and services with the mission.
- To foster dialogue and engagement with the membership.
- To develop data-driven strategies for effective decision-making.
- To identify opportunities for meaningful involvement of the CAA's membership.

The association is eagerly seeking volunteers for this newly formed committee. Anyone with any time and energy to contribute - whether at a higher level planning stage or short-term event support - please contact us.

Recruitment

Member recruitment was modest this year as we turned our attention more to the advocacy agenda. We wanted to begin showing the "early joiners" some success in our advocacy efforts, and active recruitment took a back seat. However we know we need to work harder to get the word out about what we are doing and have accomplished so that others see the value in belonging.

A "small firm" luncheon was conducted in Calgary this past spring, where a number of firms - members and

non-members - were invited to share their thoughts and opinions on where the CAA can provide greater attention on advocacy matters for smaller firms. The event was part information gathering and part soft-sell recruitment but also a great opportunity for architects in smaller practices to come together and talk about issues of common concern. We are hoping to hold a similar event in Edmonton in the coming year.

Member Survey

Over the late summer and early fall of this year, each board member spoke to 4 or 5 firms to conduct a simple survey; thank you to all those who took the time to participate. The results will be collated and shared with the membership. This information will be invaluable to us as we move into our fall planning session right after our AGM.

Communications

Regular and meaningful communication to our membership is important. We have begun to use a variety of methods to convey our message such as newsletters, e-Notices, social media and the website. Over time we hope to strengthen and refine our communication to our members and the industry. Please watch for regular updates and coming events.

Events

AGM - Our Annual General Meeting is being held on October 27th at the Winspear Centre. The AGM is an event to cast your votes, thank the outgoing board, meet the new board members and discuss major issues affecting all architects and firms. At the AGM luncheon this year we are presenting a panel of developers, builders and municipal planning representatives who will present their thoughts on issues, opportunities, challenges and trends in Alberta's building design sector.

IPC Conference - the CAA was one of the five presenting partners in the inaugural Infrastructure Partners Conference

P3 Committee Report

held last December. We are once again a presenting partner - November 14 & 15th at the Edmonton Expo Centre. Volunteers from CAA have been integral in the planning for this event, and you are strongly encouraged to attend. A robust program is planned that is sure to spark lively discussion on issues of concern across the design and building industry; along with some great networking opportunities with client, consultant, and contractor representatives.

Member Forums - our advocacy committees are looking at the issues facing Alberta firms and have brought forward some suggestions for member forums. Watch for more information in the coming months about these opportunities to learn more about business issues and share some lessons learned.

CEA Partner Events - Our colleagues at Consulting Engineers of Alberta present several business mixers that provide an opportunity to network with engineers and other industry consultants and contractors. CEA generously supports our organization by making these events open to CAA members at the special CEA member rate.

Other

Additional Member Benefits - although not the core reason for member firms to join the CAA, as we grow we are looking at some additional member benefits that we can negotiate with industry partners on behalf of our member firms.

Get Involved - We are looking forward to an exciting year ahead and the active engagement of our membership. You will get the most out of your CAA membership through participation, so I urge you to get involved in your association!

James Andalis
Sturgess Architecture

The P3 Committee has brought together members with a vast amount of experience on P3 projects in various jurisdictions. We have reviewed a number of approaches and models from Ontario, Quebec, BC and Alberta.

We have looked at the impact on our industry of both the P3 proponent team role and the bridging architect role. We are now in a position to move forward with a dual focus.

1. Member Support and Information

- We are developing information to help our members better evaluate the risks to their businesses associated with P3s. We also intend to provide information to help minimize risks and negotiate a fair level of risk and financial return.

2. Advocacy for Improvements to the P3 Process

- We intend to attempt to work with the Provincial Government to try to improve the provincial P3 process.
- We have also been developing and distributing information about the business impacts of the P3 process on our industry to key decision makers. We have started with the PC leadership candidates and plan to continue with ministers and MLAs after the election of a new leader.
- Our committee was recently approached by the City of Calgary and we are providing assistance to the development of their P3 process. The City has been receptive to our input and we hope this process provides positive opportunity for our members.

Craig Webber
Group2 Architecture Engineering Ltd.

Strategic Plan At-a-Glance

Vision

To serve as the business advocacy voice for the consulting architectural firms in Alberta.

Mission

To advocate for and support practicing architects to build a positive business environment for the architectural firms in Alberta.

Values

Respect for clients' needs and perspectives

Belief in the unique and high value of architectural services

Collaboration - working together for the benefit of industry

Success Factors

Sustainable organization

Member satisfaction

CAA as trusted advisor to clients

CAA respected across industry

Positive business outcomes for member firms

Priorities

Governance / Leadership Development

Operational Infrastructure Established

Delivery of services

Member investment and commitment

Member communication

Development of Affiliate Membership Strategy

Relationship building with client groups

Relationship building within industry

Fees/Scope of Services

Procurement

Contracts

Design Excellence

Performance Measures

Org chart and terms of reference established

Financial viability

Membership growing to sustainable target levels

Strategic plan developed

Elections held

Administrative processes

Members feel they are getting value for their dues

High rate of renewals

Members actively involved

Members understand & support the mandate

All major client groups are represented as Affiliate Members.

They are active participants within CAA

CAA is invited to participate in consultation

CAA views are actively considered

CAA participates in all key industry activities

New fee guide document endorsed by GoA, CEA, APEGGA, AAA, and CAA Affiliate Members

Processes more consistent across all levels of government

Less emphasis on fees, and more on quality & innovation

Consistent, fair and balanced contracts

GOA adopts guidelines favorable to CAA values

Innovation and excellence encouraged

The above strategic plan was created in August of 2010 and will be reviewed at the November 2011 retreat.

Report from AAA Liaison

We wish to bring greetings from the Alberta Association of Architects (AAA). Over the past year we have been pleased with the Consulting Architects of Alberta's (CAA) ongoing commitment and initiatives. Through the CAA, you have the privilege to strengthen the practice of consulting architectural firms of Alberta by serving as the business voice for member firms. Through the AAA, we are a self-governing professional association charged with the registration of Architects and Licensed Interior Designers in Alberta. We regulate the practice of architecture and interior design in the province of Alberta for the protection of the public and the administration of the profession. This close relationship covers mutually compatible and independent focuses, which in turn will further strengthen our profession in our province. We commend you on the work done to date, and the relationships you have been able to form with other professions, industry and levels of government.

The AAA has enjoyed our working relationship with CAA and have appreciated having representation as a non-voting member at your board meetings. This has provided us insight into your challenges while allowing us the opportunity to add a regulatory perspective on various topics. We look forward to continuing and growing our relationship.

We believe that working together, the AAA and the CAA will be able to represent Alberta architects and firms more broadly with industry and with greater focus for each organization as we strive to meet our specific member needs and expectations.

Scott Pickles, President
Alberta Association of Architects

Report from CEA Liaison

This year, the Consulting Engineers of Alberta have embarked on their strategic priorities that were formed as a culmination of our thrust to review our past vision and mission statements in an effort to better serve our membership.

Generally, these strategies are aligned with the direction of the Consulting Architects of Alberta. Our focus over the coming years is to follow the strategies, and implement policies and plans to address identifiable issues that our industry faces, now, and in the upcoming years.

The strategies can be summarized as follows:

- Speak with one voice for our industry
- Provide advice that is sought and respected
- Shape public policy
- Deliver valuable services
- Attract exceptional talent to our industry

The development of these strategies has also been a result of the support and participation of the Consulting Architects of Alberta, without which we could not have come to grips with understanding some of the issues that have faced us, such as the Scope and Fees Task Force, the Buildings Group, and the acknowledgment from mutual clients and government organizations that these issues exist.

As well, the success of the first Infrastructure Partners Conference would not have been possible without the support of the CAA. We look forward to the continued participation and support for the upcoming Infrastructure Partners Conference being held later this year.

It is evident that the CAA is a strong, viable, and respected organization, an organization with which we are proud to be associated, not only from a logistic and industrial perspective, but also from the collegial perspective in that we share similar ideals and issues.

We look forward to the shared mutual support, and our combined, continued efforts in achieving our goals over the next year. Congratulations on the CAA's continued growth and in making a difference in our community.

Ravi Abraham, Board Member, CEA
SMP Consulting Electrical Engineers

Report from RAIC Alberta Chapter Liaison

The RAIC Alberta Chapter is grateful for its continued relationship with the CAA, an organization that, over the past 12 months, has demonstrated its value and relevance to not only its membership but to a growing list of industry partners and other important stakeholders in Alberta's built environment. The past year has also seen the CAA garner high-profile recognition for its leadership, grow its membership steadily, and expand its credibility and influence through its thoughtful and strategic advocacy efforts. We continue to value our relationship with the CAA. In the coming year we see only its continued success and

look forward also to shared opportunities to engage Albertans, across all sectors of the economy, in the conversations that matter not just to architects or the practice of architecture, but to anyone for whom architecture holds significance as an intelligent and durable investment in our province's social, economic, cultural and ecological wellbeing.

Robert Stirling, Past President, RAIC Alberta Chapter
GEC Architecture

Treasurer's Report



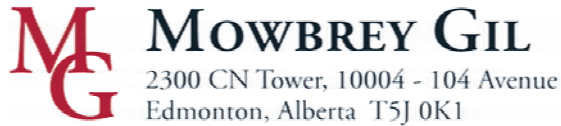
John Webster

I am honored to submit the 2011 Secretary / Treasurer's Report and to report that we have completed our second year successfully with a small reserve going forward. The reserve reflects the support provided to the CAA by its Charter Members.

The CAA grew from 35 firms to 40 in its second year. Continued membership growth will secure the CAA's role as the organization that represents the business of architecture in Alberta and will enhance the financial viability of the organization. Additional revenue sources (broader sponsorship and program development) are being explored to enable the CAA to undertake its main role as an advocate of the practice of architecture and to ensure its sustainability.

Building on our impressive start, we are relying on your ongoing support to build a sustainable organization for our members. Although not specifically identified within the financial statement, the donation of time by your board and committee members is critical to the success CAA realized in 2010. The direction and fiscal responsibility of Barbara Bruce, our Executive Director, has again allowed the CAA to work within our budget.

John Webster
Stantec Architecture



Review Engagement Report

To the Members of Consulting Architects of Alberta

We have reviewed the statement of financial position of Consulting Architects of Alberta as at July 31, 2011 and the statements of revenues and expenditures, changes in net assets and cash flows for the year then ended. Our review was made in accordance with Canadian generally accepted standards for review engagements and, accordingly, consisted primarily of enquiry, analytical procedures and discussion related to information supplied to us by the Society.

A review does not constitute an audit and, consequently, we do not express an audit opinion on these financial statements.

Based on our review, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with Canadian generally accepted accounting principles.

Mowbrey Gil LLP

Edmonton, Alberta
September 29, 2011

CHARTERED ACCOUNTANTS

Financial Position/Statement of Operations

STATEMENT OF FINANCIAL POSITION

JULY 31, 2011 (Unaudited)

	2011	2010
Assets		
Current		
Cash	\$ 68,580	\$ 78,948
Term deposits (Note 3)	30,000	-
Accounts receivable	2,573	33,720
Prepaid expenses	673	380
	\$ 101,826	\$ 113,048
Liabilities and net assets		
Current		
Accounts payable and accrued liabilities	\$ 15,465	\$ 13,088
Goods and services tax payable	5,600	5,888
Deferred revenue	37,853	56,778
	58,918	75,754
Net assets		
General fund	42,908	37,294
	\$ 101,826	\$ 113,048

STATEMENT OF REVENUES AND EXPENDITURES

JULY 31, 2011 (Unaudited)

	2011	2010
Revenues		
Membership dues - Charter	\$ 81,945	\$ 174,079
Membership dues - Regular	50,217	12,938
Sponsorship revenue	17,480	1,500
Program fees	3,900	1,320
Membership dues - Affiliate	1,000	2,583
Interest income	118	-
Operating revenue from other sources	-	698
	154,660	193,118
Expenses		
General and administration	123,125	127,677
Governance	10,863	4,458
Communications	6,506	14,259
Member relations	5,303	3,933
External relations	1,979	1,267
Bad debts	1,270	4,230
	149,046	155,824
Excess of revenues over expenses	\$ 5,614	\$ 37,294

STATEMENT OF CHANGES IN NET ASSETS

JULY 31, 2011 (Unaudited)

	2011	2010
Net assets - beginning of year	\$ 37,294	-
Excess of revenues over expenses	5,614	37,294
Net assets - end of year	\$ 42,908	\$ 37,294

Financial Position/Statement of Operations

STATEMENT OF CASH FLOWS

JULY 31, 2011 (Unaudited)

	2011	2010
Operating activities		
Excess of revenues over expenses	\$ 5,614	\$ 37,294
Changes in non-cash working capital:		
Accounts receivable	31,147	(33,720)
Prepaid expenses	(293)	(380)
Accounts payable and accrued liabilities	2,377	13,088
GST payable (receivable)	(288)	5,888
Deferred revenue	(18,925)	56,778
	14,018	41,654
Increase in cash flow	19,632	78,948
Cash - beginning of year	\$ 78,948	-
Cash - end of year	\$ 98,580	\$ 78,948
Cash consists of:		
Cash	\$ 68,580	\$ 78,948
Term deposits	30,000	-
	\$ 98,580	\$ 78,948

NOTES TO FINANCIAL STATEMENTS

1. Description and purpose of the organization

Consulting Architects of Alberta ("the Society") was formed in 2009 as a not-for-profit organization. As a not-for-profit organization under the Income tax Act, the organization is not subject to income taxes. The mission of the Society is to strengthen the practice of the consulting architectural firms in Alberta by serving as the business voice for its member firms.

2. Summary of significant accounting policies

These financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles ("GAAP"). The precise determination of many assets and liabilities is dependent on future events. As a result, the preparation of financial statements for a period involves the use of estimates and approximations which have been made using careful judgment. The significant areas requiring management estimates include the allowance for doubtful accounts. Actual results could differ from those estimates and

approximations. The financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of the accounting policies summarized as follows:

Cash

Cash consists of demand deposits with a financial institution.

Contributed services

Volunteers contribute large numbers of hours every year to assist the Society in carrying out its activities. Due to the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

Revenue Recognition

The Society follows the deferral method of accounting for contributions. Contributions are recognized as revenue in the year in which they are received or receivable. Membership fees related to future periods are deferred until that period has passed.

3. Term Deposits

Term deposits have a maturity date of September 2011 and bear interest at 0.8% per annum.

4. Capital management

The Society defines capital as the sum of unrestricted net assets. The Society is not subject to externally imposed requirements on capital.

The Society's objectives when managing capital are to hold sufficient unrestricted net assets to enable it to continue offering its services in the event of unexpected losses and avoid major fluctuations in fees from year to year. The Society's investment policy is set by the Board of Directors and seeks to minimize exposure to capital market risk while earning a prudent return. Investment is restricted to highly liquid, guaranteed deposits.

5. Financial instruments

Financial instruments are defined as contractual rights to receive or deliver cash or another financial asset. The Society's financial instruments consist of recorded amounts of cash, accounts receivable, accounts payable and accrued liabilities.

The Society is not exposed to significant currency, interest and commodity risk as a result of carrying these financial instruments.

The Society is exposed to the following risks in respect of certain of the financial instruments held:

Credit Risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The Society is exposed to a concentration of credit risk from members as 100% of receivables are from two members.

Fair Value

The Society's carrying value of cash and cash equivalents, accounts receivable, and accounts payable approximates its fair value due to the immediate or short term maturity of these instruments.

6. Future accounting changes

The Accounting Standards Board has approved the incorporation of new and amended standards applicable to not-for-profit organizations. First-time adoption is mandatory for annual financial statements relating to fiscal years beginning on or after January 1, 2012. The Society is currently in the process of assessing the differences between its current accounting policies and those provided under the standards.

Member Charter

As a member of the Consulting Architects of Alberta we appreciate the need to participate in and support our organization and to respect our relationships with other member firms. By signing this charter, we affirm that our practice acknowledges the mission statement and business voice of the Consulting Architects of Alberta and will uphold the following principles:

1. Our firm will participate in and support the Consulting Architects of Alberta as the business voice representing our profession in Alberta.
2. Our firm will relate to other member firms with integrity, and in a manner that will enhance the stature of architecture and the profession in general. We will foster a high level of trust among our member firms and will not act unprofessionally to impugn the reputation of others.
3. Our firm will respect the clientele of other members of the Consulting Architects of Alberta and will not attempt to supplant their pre-existing project relationships.
4. Our firm and our agents will conduct our recruitment efforts with professionalism, ethics, and integrity; the way we would wish to be treated by others.

Through our work together as a member of the Consulting Architects of Alberta, we will create a strong architectural profession better able to serve the needs of our clients and our communities.

Annual Corporate Sponsors

Thank you to the following for their generous support:

Platinum Sponsors



create | manage | print | distribute



Gold Sponsor



Silver Sponsors



Bronze Sponsors

Autodesk Inc.

Jones Brown Insurance Brokers & Consultants

Read Jones Christoffersen Ltd.

SMP Consulting Electrical Engineers

Cover images supplied by the following member firms:

							two thousand and eleven annual report
1	2	3	4	5	6	7	

1. Montrose Cultural Centre, Grande Prairie
Kasian Architecture Interior Design and Planning Ltd. in association with Teeple Architects Inc.

2. Canada's Sports Hall of Fame, Calgary
Stantec Architecture

3. Royal CP Rail Pavilion, Calgary
DIALOG

4. Saddleridge Tri - Services Building, Calgary
S2 Architecture

5. CCIS, U of A Campus, Edmonton
ONPA Architects

6. Extendicare Michener Hill Continuing Care Centre, Red Deer
HFKS Architects

7. Pumphouse Theatre and Cultural Centre, Calgary
Marshall Tittlemore Architects (in collaboration with Proscenium Architecture + Interiors)

the business voice of alberta architects

