



The CACB-CCCA Governance Handbook

Approved by the Board on June 14, 2025

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Introduction

The purpose of this Governance Handbook is primarily to provide an overview of the framework of the governance practices within the Canadian Architectural Certification Board.

This document doesn't supersede the by-law.

It presents the roles and responsibilities of board members, officers, committees, and staff.

It serves as a tool for assisting with smooth onboarding of new Directors and for understanding the nature of the organization.

The following documents provide a comprehensive overview and should be consulted alongside the handbook:

- [The CACB-CCCA By-Law](#)
- [The CACB-CCCA Operating Policies and Procedures](#)
- [CACB-CCCA 2022-2025 Strategic Plan](#)
- [Members Agreement](#)
- [Accreditation Funding Agreement](#) 2020-2025
- [Committees Terms of Reference](#)
- [Climate Commitment](#)

1. The CACB-CCCA Scope

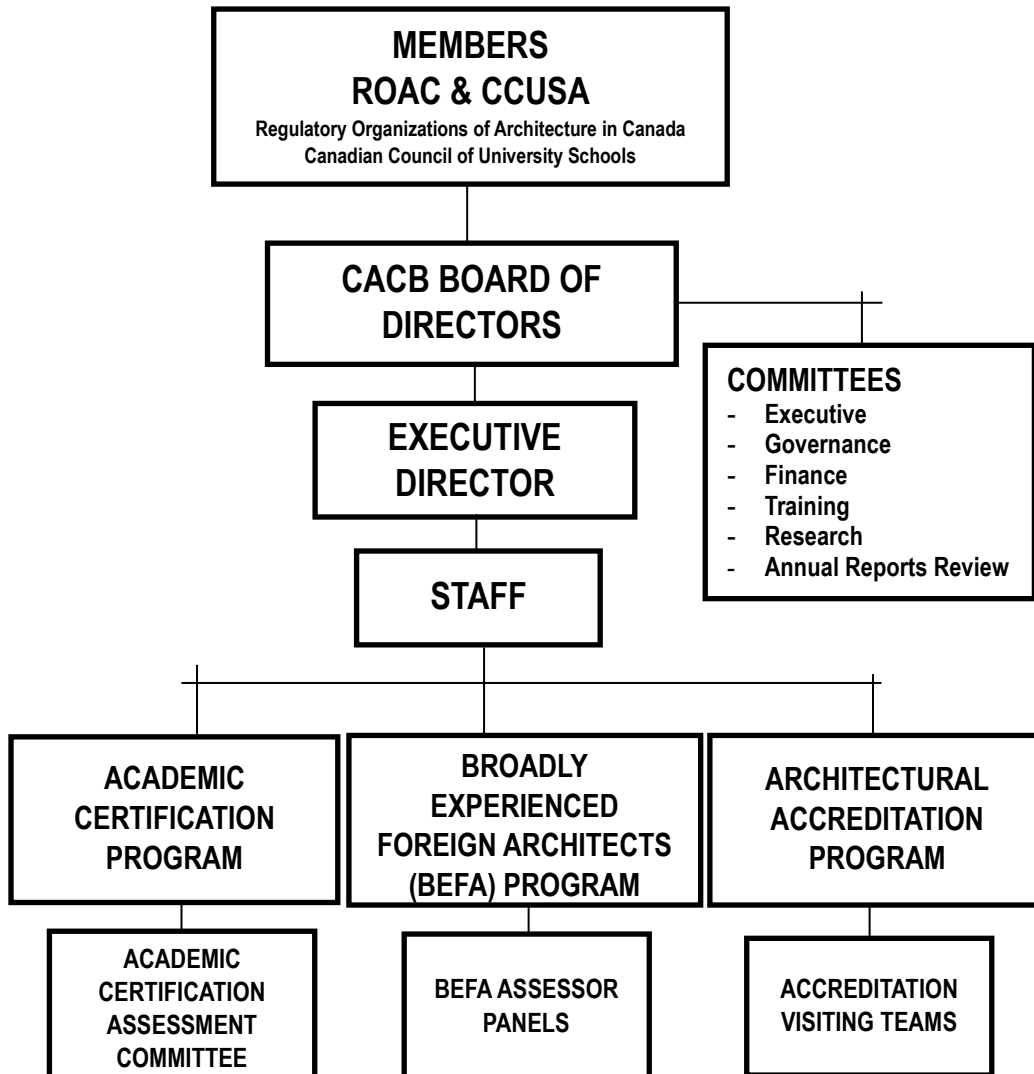
The CACB-CCCA is the sole organization recognized by the architectural profession in Canada to assess the educational qualifications of architecture graduates and to accredit professional degree programs in architecture that are offered by Canadian universities.

The CACB-CCCA receives its mandate from the Regulatory Organizations of Architecture in Canada (ROAC), representing all provincial and territorial regulators of the profession of architecture in Canada and the Canadian Council of University Schools of Architecture (CCUSA), representing all accredited university architecture programs in Canada.

The CACB-CCCA adheres to the values of excellence, collaboration, leadership and integrity in all of its activities. Details of the CACB-CCCA Mandate, Mission, Vision and Values are available at its website: <https://cacb.ca/about-us/>

The CACB-CCCA's head office is located in Ottawa, Ontario.

CACB-CCCA Governance Organization Chart



2. The CACB-CCCA Journey

- **1976**
The CACB-CCCA is established in 1976: The Royal Architectural Institute of Canada (RAIC) Certification Board becomes the Canadian Architectural Certification Board (CACB).
- **1991**
L'Ordre des architectes du Québec (OAQ) joins the Canadian Architectural Certification Board
- **1992**
The CACB-CCCA is established in Ottawa under new Terms of Reference and its mandate is extended to also administer a national Accreditation Program.
The Canadian Council of University Schools of Architecture (CCUSA) joined the Committee of Canadian Architectural Councils (CACC), current Regulatory Organizations of Architecture in Canada (ROAC) to partner in the Management and the Funding of the Accreditation Program.
- **2008**
The CACB-CCCA becomes an incorporated organization with a new By-law. By-law #1.
The Committee of Canadian Architectural Councils (CACC), became the Canadian Architectural Licensing Authorities (CALA), the current Regulatory Organizations of Architecture in Canada (ROAC).
- **2010**
The CACB's mandate was extended to collaborate and conduct research with national and international counterparts on quality assurance initiatives as they relate to architectural accreditation and academic certification.
- **2012**
The CACB-CCCA's mandate was extended to administer the Broadly Experienced Foreign Architects (BEFA) Certification Program, by the agreement signed in Winnipeg, MB, by the Canadian Architectural Licensing Authorities (CALA) and the Councils of Canadian University School of Architecture (CCUSA), on February 25, 2012.
- **2022**
The members of the former Canadian Architectural Licensing Authorities (CALA) have incorporated as a new not-for-profit group, the Regulatory Organizations of Architecture in Canada (ROAC).

3. The CACB-CCCA Governance

3.1 By-law and Policies

The CACB-CCCA is governed by the [By-law #1](#) for which the Board of Directors is responsible to execute. Amendments to the By-law are approved by the CACB-CCCA Members.

The Board establishes policies for regulatory compliance and ethical standards, with responsibility for their implementation within the organization.

The Board and Staff are formally apprised and expected to endorse the CACB-CCCA policies.

3.2 The Board

The [CACB-CCCA Board](#) is a governance board and as such, it is not involved in the day-to-day management of the CACB-CCCA operations. It provides strategic planning to the CACB-CCCA, supervises senior staff, and carries out other responsibilities as stipulated in the By-law

Directors are expected to broaden their awareness of Indigenous culture by completing a mandatory training in alignment with the Board's support of the United Nations declaration on the rights of Indigenous Peoples, and Truth and Reconciliation Commission of Canada: Calls to Action.

The CACB-CCCA Board consist of up to 11 Directors elected from individuals nominated by CCUSA and ROAC, as well as the Canadian Architecture Students Association (CASA):

- Up to a maximum of 3 individuals nominated by the Regulators;
- Up to a maximum of 3 individuals nominated by the CCUSA;
- Up to a maximum of 3 individuals who are registered/licensed architects, in architectural practice, jointly nominated by the Regulators and CCUSA.; and
- Up to a maximum of 2 individuals each representing the Canadian Architecture Student Association CASA, appointed by the Board.

Directors appointed by the ROAC and CCUSA are elected for a 3-Year Term at the Members' AGM following a call for nominations issued each year in March by the CACB-CCCA Nominating Committee. CASA Directors are elected by the Board for a 2 Year Term.

3.2.1 Time Commitment

Directors are expected to take active part in various committees and task forces established by the Board. Workload/time commitment varies, and may be significant. Under normal circumstances, the workload for a non-executive position should not exceed 2 hours per week, or up to 8-10 hours per month. The Executive Committee positions (President, Vice-President, Secretary and Treasurer), time commitment/workload would be somewhat more substantial, but difficult to quantify.

3.2.2 The Officers of the Board

The Board of Directors appoints at its fall meeting the officers of the Board (President, Vice-President, Treasurer, and Secretary) which forms with the Executive Director the Executive Committee. The Executive Committee oversees and manages activities of the Association between the meetings of the Board.

- The President represents, governs, engages members, networks, advocates, and strategically plans for the CACB-CCCA. The President chairs all meetings of the Board, the

Executive Committee, and the Members (AGM). The President appoints Board members to perform special duties and performs any other duties required for the operations of the Board.

- The Vice-President will, in the absence or incapacity of the President, possess all the powers of the President and will exercise their duties. It is anticipated that the Vice-President will succeed the incumbent President upon the completion of the latter's term of office. The Vice-President chairs the Strategic Planning Committee.
- The Secretary performs the duties usual and incidental to this office and as directed by the Board, including serving as custodian of the ED personal files. The Secretary is responsible for the recording of votes and minutes.
- The Treasurer will exercise general supervision over the financial affairs of the Board and will recommend to the Board each year a qualified person or firm to conduct an external audit or review of the financial records. The Treasurer chairs the Finance Committee and is responsible for reviewing the Funding Agreement every five years. The Treasurer will also perform the duties usual and incidental to this office and as directed by the Board, including approval of financial documents.

3.2.3 Responsibilities

The Board is responsible of the following:

- Establishes and carries out the strategic direction of the CACB-CCCA in compliance with its mission and mandate;
- Oversees all its administrative and operational matters;
- Familiarizes itself with the business and financial affairs of the CACB-CCCA;
- Creates and approves policies to ensure that all staff and Board members operate ethically, legally and freely;
- Speaks with one voice;
- Speaks only on agreed-upon actions or positions;
- Governs rather than manages;
- Avoids divisions that lead to stalemate or impasse; and
- Supports the Executive Director (ED)'s decisions and choices in operational matters

3.2.4 Duties

The Board performs the following duties:

- **Academic Certification**
 - Reviews the outcomes of the Assessment Committee;
 - Reviews periodically the procedures and standards for assessment in relation to the changes introduced to the Conditions for Accreditation, in consultation with and approval of ROAC; and;
 - Maintains a register of CACB-CCCA-certified individuals accessible to ROAC.
 - Appeals related to academic assessment decisions are reviewed by the Academic Certification Appeal Committee, as outlined in its Terms of Reference.

- **Architectural Accreditation**
 - Appoints the Visiting Teams;
 - Renders decisions on terms of Accreditation, or Candidacy Status;
 - Reviews periodically the Conditions and Procedures for Accreditation in consultation and approval of the Members (ROAC and CCUSA);
 - Maintains a public register of architecture programs accredited by the CACB-CCCA; and
 - Appeals related to accreditation decisions are reviewed by the Accreditation Appeal Committee, as outlined in its Terms of Reference.

- **BEFA Certification**
 - Reviews the outcomes of the assessors for the BEFA Program;
 - Reviews periodically the criteria and procedures for BEFA certification in consultation with and approval of ROAC;
 - Maintains a public register of BEFA CACB-CCCA-certified individuals accessible to ROAC; and
 - Appeals related to BEFA decisions are reviewed by the BEFA Program Appeal Committee, as outlined in its Terms of Reference.

- **Research and Collaboration**

Collaborates and conducts research, nationally and internationally, as it relates to architectural accreditation and academic certification.

3.2.5 Board's Decisions

Each Program has its Decision making Process:

- Academic Certification Decision are rendered, on behalf of the Board, by the Assessment Committee who meets monthly to assess candidates' educational qualifications;
- BEFA Certification Decisions are rendered, on behalf of the Board, by the Assessors Panel following the interviews of the applicants, after a thorough assessment of the latter's submissions (Experience portfolio); and
- Accreditation Decision are rendered by the Board following the review of the Visiting Teams Reports and their recommendations.

3.2.6 The Committees

The Board Establishes Committees or Task Forces and defines their specific [Terms of Reference](#) to deal with specific issues or needs, as it deems appropriate.

All Committees are chaired and composed by active Directors. Non Board members could sit on the Committees for a maximum of two years.

In support of procedural fairness and transparency across its programs, the CACB-CCCA has established three dedicated Appeal Committees. Each Committee is responsible for adjudicating formal appeals related to its respective program:

- The Academic Certification Appeal Committee
- The Accreditation Appeal Committee
- The BEFA Program Appeal Committee

These Committees operate independently under their respective Terms of Reference and provide binding recommendations to the CACB-CCCA Board, based solely on the evidence presented and in accordance with CACB-CCCA policies and procedures.

Current CACB-CCCA Committees consist of:

- Executive Committee: Chaired by the President
- Governance Committee: Chaired by the Vice President
- Finance Committee: Chaired by the Treasurer
- Training Committee: Chaired by active Director with experience in Accreditation Visits
- Research Committee: Chaired by active Director with experience in Research
- Annual Reports Review Committee: Chaired by active Director with experience in Accreditation
- Nominating Committee: Chaired by on-going President for a two-year Term
- Academic Certification Appeal Committee: Chaired by an appointed Director, this committee reviews appeals concerning academic assessment outcomes.
- Accreditation Appeal Committee: Reviews appeals related to accreditation decisions issued by the Board following a site visit.
- BEFA Program Appeal Committee: Reviews formal appeals concerning BEFA eligibility, remedial actions, and certification outcomes.

4. The CACB-CCCA funding

The CACB-CCCA Programs operations are funded with a two-stream funding model:

- 1- Self-Financed model for the Certification Programs (Academic and BEFA):
The Certification Programs are funded by the applications fees determined by the Board for [the Academic Certification Program](#) and for [the BEFA Certification Program](#) applicants.
- 2- Members' Funded model for the Accreditation Program:
The Accreditation Program is funded by the Members' grants through a five-year renewable [Funding Agreement](#). The current funding formula is: 50% [ROAC](#) and 50% [CCUSA](#).

The CACB-CCCA Fiscal Year begins on January 1 and ends on December 31.

More details on the Financials are outlined on the section 4 of [the CACB-CCCA Operating Policies and Procedures](#) document.

5. The CACB-CCCA Operations

The CACB Programs are administered and operated by a remunerated staff Team under the responsibility and supervision of the Executive Director. The Responsibilities and duties of the Executive Director are imbedded in the By-law.

The Office and Human Resources Manager is responsible for ensuring the office operates smoothly, safely, and efficiently, and to provide appropriate support to the CACB Committees. Each Program has its coordinator who works closely with the applicants, the volunteers, and the partners.

Administration tasks and duties are performed and supported by the Administrative Assistant. The CACB's base hours of operation comprise of a 37.5-hour week, excluding all rest periods and breaks and is based on a Monday to Friday work schedule.

CACB-CCCA Operational Organizational Chart

