



**2024 and Beyond**

**ARIDO Communities  
Discussion Document**

**October 2023**



Association  
of Registered  
Interior Designers  
of Ontario

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## Overview

In recent years, ARIDO has committed to advancing to a more inclusive, diverse, and accessible organization. This focus is in addition to ARIDO's focus as a regulatory body which sets and enforces standards for the profession of interior design in the interest of public safety and consumer protection.

As ARIDO continues to evolve, it is essential that all aspects of the organization align with this direction. As a result, in 2022 discussions commenced with Chapters to review and examine how they can achieve a more aligned focus with ARIDO's direction and priorities.

It is also imperative that ARIDO work on building a closer working relationship with its Chapters and the members in all regions across Ontario. This work will be important for ARIDO to truly develop a more inclusive community where all feel that they belong and can contribute to ARIDO.

Additionally, this work facilitated increased open and consistent dialogue amongst Chapter leaders and with head office.

## Acronyms

For the purpose of this discussion document, the following acronyms are referenced:

ARIDO - The Association of Registered Interior Designers of Ontario  
BAIDA - Black Architects and Interior Designers Association  
BID - Bachelor of Interior Design  
BOG - Board of Governors  
CEU - Continuing Education Unit  
COC - Central Ontario Community (*new model*)  
CREW - Commercial Real Estate Women  
EDI - Equity, Diversity and Inclusion  
EOC - Eastern Ontario Chapter (*current model*)  
EOC - Eastern Ontario Community (*new model*)  
GTAC - Greater Toronto Area Chapter (*current model*)  
GVC - Grand Valley Chapter (*current model*)  
IFMA - International Facility Management Association  
NCIDQ - Series of North American based exams for one to qualify as an Interior Designer in North America  
NOC - Northern Ontario Chapter (*current model*)  
NOC - Northern Ontario Community (*new model*)  
OAA - Ontario Association of Architects  
OBOA - Ontario Building Officials Association  
ONCA - Ontario Not-For-Profit Corporations Act  
PCLC - Provincial Community Leadership Council  
SOC - Southern Ontario Chapter (*current model*)  
WOC - Western Ontario Chapter (*current model*)  
WOC - Western Ontario Community (*new model*)

## Map of Current Chapter Regions

### ARIDO Chapters



## **Section 1: The Collective Journey**

In June 2022, ARIDO formed an Advisory Group to lead the redesign of the chapter model. This group was comprised of leaders from existing ARIDO Chapter Boards and committees. The Advisory Group met monthly and openly discussed the current challenges faced by chapters, opportunities for improvement, and areas to align with ARIDO's mandate and future strategy.

ARIDO's Bold Statement for the 2023-25 Strategic Plan served as a founding principle for the direction of this work and is as follows:

ARIDO is committed to creating a welcoming and respectful community that is dedicated to building meaningful, progressive change towards diversity and belonging.

We will boldly advocate and champion the growth of our members and stakeholders during various stages of their professional and personal journeys.

We will honour our responsibility as an industry leader to forge a new pathway to advance equity and diverse representation through actionable programs and policies.

### **Advisory Group**

Advisory Group participants included:

#### **Greater Toronto Area Chapter**

Anna Kowalczyk, Lisa Blois, Isabelle Talbot, Dayna Bradley, Tim Au-Yeung

#### **Eastern Ontario Chapter**

Jeremy Cheff, Justine Baltessen, Serina Fraser

#### **Southern Ontario Chapter**

Izabela Cawricz, Penny Fobler Cressy, Sheri Crawford

#### **Grand Valley Chapter**

Susan Tienhaara

#### **Northern Ontario Chapter**

Sheri Tuck, Jennifer King

#### **ARIDO Board of Management**

Jennifer Warling, Sabrina Carinci

#### **ARIDO Staff**

Sharon Portelli, Clenton Afonso

It is important to note, while participation from WOC leaders on the Advisory Group did not occur the WOC leadership and its members were engaged in feedback at the WOC 2023 AGM.

## **Comparison of Activities**

One of the first exercises which the Advisory Group participated in was a comparison of activities which helped identify existing gaps that related to the purpose and mandate of both ARIDO and the Chapters.

ARIDO is focused primarily on its responsibilities as a regulatory body. This is done through the setting and enforcement of standards required for members to meet their education, experience, and examination requirements to become Registered. ARIDO also enforces several areas of compliances such as mandatory professional development and liability insurance, enforcement of a Code of Ethics and Practice Standards and enforcement of the protected title “Interior Designer”, which is a title that can only be used by active Registered members in good standing.

ARIDO also has several programs in place which support all generations within the organization such as career support for those designers on the path to becoming Registered. Examples include the current mentorship program, and existing scholarships.

ARIDO has been actively advancing ways to provide more inclusive volunteer opportunities for all within the community, wherein volunteer committee roles are opened to all levels of ARIDO membership and non-members such as industry partners. ARIDO is also actively advancing ways to increase regional representation across Ontario.

ARIDO Chapter activities focus on initiatives where membership participation is encouraged. Chapter events bring the community together by increasing opportunities for member interaction at a local level through continuing education, networking, and charitable fundraising events.

It should be noted that while this is the primary focus at the Chapter level, each Chapter across Ontario currently has different visions and offerings to their local members. Chapters are also operating with different methods and processes, creating inconsistency of the running of all chapters.

ARIDO is looking to expand its existing career support for those designers on the path to becoming Registered, with specific interest in filling the gap related to NCIDQ Exam preparatory support.

Chapters identified they are not often involved in public awareness initiatives in their local regions. For the smaller chapters, this has been identified as a gap that can serve and support local members in the region when relaying the value they provide in the built environment.

Chapters also identified that ARIDO does not currently advise or recommend any events that may be of value to a chapter.

## **Assessing Existing Chapter Structures**

The Advisory Group discussed openly the current Chapter structure elements that are working well and those which are currently providing challenges at the local level.

The following areas of chapter structure were discussed:

### **Chapter Purpose and Mandate**

Community events such as networking work well for most chapters and are better attended in chapters like GTA and EOC.

The following challenges exist:

- Ensuring the interests of local membership is represented at Chapter and ARIDO Board meetings.
- Ensuring Chapter Board members have seen and provided input into the Chapter strategic plan which is submitted to ARIDO head office for approval.
- Encouraging local members and partners within the community to attend events and participate at the volunteer level.
- Keeping chapters up to date with what is happening at the ARIDO/provincial level; and
- ARIDO head office has not been as accessible as it should be to all chapters.

### **Chapter Activities**

For some chapters, CEU events appear to be the biggest draw, along with holiday celebration dinners. Some chapter communities also found participation in public or local community facing initiatives such as CANstruct as a benefit.

Challenges for smaller chapters include low event attendance and attracting greater and diverse representation of their regional members at the volunteer level.

### **Chapter Roles**

The EOC identified the benefits of an official role description for their volunteer roles. It has provided clarity and transparency surrounding the time commitment and focus of volunteers. Other chapters identified this to be a gap in their region and expressed interest in the implementation of this across all regions moving forward.

A recurring challenge experienced by many of the chapters outside the GTA is the difficulty in recruiting new volunteers for chapter leadership/volunteer roles. It is common that a small number of volunteers are actively taking on chapter leadership roles and, in most cases, it appears to be the same members volunteering repeatedly to keep the chapter active.

### **Chapter Board Structure**

The GTA and EOC Chapters reported that they utilize several subcommittees to support the strategic priorities of the Chapter Board. GTA has been especially successful with subcommittees leading several of their annual events and initiatives enabling the chapter to build strong, consistent, and successful events year over year.

Several challenges identified in this area include a chapter structure that cannot be maintained by the smaller chapters, with some indicating a feeling that “the structure is falling apart”. This is tied to the lack of new or enough volunteers supporting the annual activities, leaving the recurring volunteers to struggle due to workloads. When the same volunteers are at the helm of the smaller chapters, it becomes difficult to increase engagement, keep several of the annual activities thriving or expanding, and ultimately results in volunteer exhaustion.

It was expressed that terminology related to the titles for the current Chapter Board structures may create barriers to entry for new volunteers. Specifically, existing titles create the perception of formality and the assumption of heavily onerous roles, i.e., President, Secretary, and Treasurer. It is believed by several of the smaller regions that this deters new volunteers from even considering the roles, let alone stepping forward to support as a volunteer.

## **Chapter Finances**

The Chapter allowance provided by ARIDO in past years along with sponsorship support has worked well for the smaller chapters in maintaining the fiscal health of the chapter.

Several chapters expressed challenges faced when attempting to access chapter funds required for planning events. Specifically, working with the banking institution to add new signatories as chapter leaders change over. Volunteers experienced a lengthy and difficult process, which took unnecessary volunteer time.

## **Communication**

It was identified that better coordination and communication between ARIDO and the Chapters was needed. Increasing and improving communications and marketing of chapter initiatives also requires improvement. The group expressed a feeling that chapter newsletters were rarely read and member participation in surveys has dropped.

## **Mapping Distinct Chapter Characteristics**

Examining existing geographic boundaries of chapters was a prevalent discussion point for several reasons. The Greater Toronto Area Chapter (GTAC) represents the largest cohort of ARIDO members and Industry Partner Organizations across the province. At the time of this development work, 2,013 ARIDO members work and/or live in the GTA Chapter. This represents 67% of the members in Ontario.

As a result, the GTAC has historically had the largest participation of members and community partners for all events along with the ability to raise large amounts of funding beyond the costs related to supporting their events and initiatives.

The Eastern Ontario Chapter (EOC) is the second largest ARIDO Chapter with 382 members, with the largest population of members currently in the City of Ottawa. EOC represents 13% of the Ontario membership. This has enabled the EOC to run highly successful and financially sustainable events over the years.

When examining Southern Ontario Chapter (SOC), Grand Valley Chapter (GVC) and Western Ontario Chapter (WOC), these chapters not only represent smaller populations of members, but within these regions, the members are located throughout various municipalities spanning larger geographical regions as follows:



SOC = 205 members

GVC = 172 members

WOC = 199 members

This has resulted in several challenges being faced by these three chapters that are unique to their geographic representation and impacts, and is felt by the members also within those chapters.

The Northern Ontario Chapter (NOC) has been inactive for several years due to it being the smallest populated chapter with 32 members spanning over Thunder Bay, Sault Ste. Marie, North Bay, Sudbury, and Timmins. This represents 1% of the Ontario membership. This vast geographic distance for all the members of the chapter posed great challenges for the volunteers in keeping the existing model sustained both from a volunteer and financial resource standpoint.

## **Opportunities for Alignment**

Lastly, the Advisory Group discussed opportunities where ARIDO chapters could align closer with ARIDO's strategic direction as identified in the 2023/25 Strategic Plan.

The following are areas of opportunity which have been aligned with the three corresponding priority areas of the 2023/25 plan:

### **Reinforcing Value:**

- Showcasing the value of interior design and the scope our members carry out as a specialty.
- Tailoring local events to enhance members' feeling valued and included, as a profession, as members contributing to ARIDO.
- Help with public advocacy locally to educate the public on the values of the talent, diversity, and inclusivity of the profession.
- Greater public awareness across Ontario carried out via the local communities.
- Member support programs offered at the local level such as mentorship programs and exam preparatory support.
- Regional awards program to recognize ARDO members and their volunteer efforts. This can be a new community-based awards program and include features such as peer nomination. I.e., designers nominating other designers.
- Ensuring access by all members in every region to the ARIDO Community.
- Ensuring members in local communities are welcomed and connected to each other via networking opportunities.

### **Inclusive Engagement**

- Members in local communities share more openly with each other the challenges they are facing as practitioners and celebrate their successes.
- Create opportunities for safe and inclusive spaces and events for everyone by looking at newer ways to engage our members.
- Foster collaboration among chapters across Ontario on initiatives.

- Find balance in welcoming new members, students, and future students while maintaining a welcoming, inclusive community for existing members to also feel supported.
- Engaging local companies and design firms' owners to lead by example and to encourage their employees to participate in ARIDO.
- Advancing equity, diversity, inclusion, and accessibility should also be supported at the local chapter level.

### Fostering Community

- Promote open discussions with all members to create a welcoming atmosphere in how things are planned and shared. This will also increase the ability for participation by others and connect them with the local community in ways that may not have been previously leveraged.
- Foster networking opportunities with other affiliated professions and organizations to enhance member participation. This will enable the growth of a more inclusive community by inviting other disciplines and members of other organizations to regional community events.
- Build relationships and partners with other industry organizations and stakeholders to better reflect the realities of the industry.
- Include local members in school visits, both at the BID and high school levels.
- Find ways and initiatives where members feel supported by both the Chapters and ARIDO.
- Hold regional roundtables on prevalent topics impacting the profession and community in each region.
- Consider one big chapter run by a committee of volunteers representing all regions. Events or initiatives can travel across various parts of the provinces to ensure access across the entire province.

## Section 2: Rebuilding Communities

### Renaming of the Model

As discussions evolved, it became clear to the Advisory Group that the redesign of a new model must also include a new identity. The new identity of the model should reflect and align with the spirit of ARIDO's Bold Statement and resembles a new direction which embodies a greater sense of belonging.

It was felt that "chapters" could be seen as divisive, and the group believed there was an opportunity to create something that felt more welcoming to all. And so, it is recommended that the new model be called ARIDO Communities.

### Rethinking Regional Boundaries

The Advisory Group reviewed the current chapter boundaries including population statistics and the impacts of those statistics on each region.

The following are recommendations to the maintenance or alterations of existing regional boundaries.

The EOC would maintain its current regional boundaries with a mandate of finding ways to be more inclusive in programing and reach of members located outside of Ottawa. This includes Kingston and Belleville.

The GTA Chapter will be renamed **Central Ontario Community (COC)** and will have a slight change to its current geographical boundaries. From east to west the COC will span Oshawa to Mississauga. From north to south, it will span the Downtown Toronto core to King City. Everything north of King City will now be transitioned to the Northern Ontario Chapter.

The **Northern Ontario Community (NOC)** will continue to include Thunder Bay, Sault. Ste. Marie, Sudbury, North Bay, and Timmins. It will also now include areas north of Barrie such as Orillia, Kawartha Lakes, Gravenhurst, and Caledon Areas. This change would assist the NOC to grow in member population changing the impacts of engagement. As well, this change shifts the NOC demographic from 32 to 135 members and would now result in Georgian College being included within the boundaries of the NOC, enabling the BID program to be supported by the NOC and its members. This will also likely create northern Ontario opportunities for Georgian graduates.

The most impactful change will occur to the SOC, GVC and WOC chapters. The experiences of these three chapters are identical in that the volunteers have struggled to recruit new volunteers leaving the same volunteers to maintain the chapter intact while experiencing volunteer burnout. A new chapter will be formed called **Western Ontario Community (WOC)** which will see the partnership of the SOC, GVC, and WOC chapters into one western region. This chapter will include Oakville to Niagara along the southern western corridor, Guelph to Waterloo along the northern western corridor and London to Windsor.

## Communities Purpose and Mandate

As outlined earlier in this proposal, a primary mandate for this work is increased alignment of ARIDO Chapter's and their priorities with head office. There is consensus that while there are several areas of opportunity for alignment, ARIDO's regulatory mandate would remain the responsibility of ARIDO head office, as it would not be appropriate or feasible to align this regulatory role to the regional Communities.

It was therefore agreed that priorities and areas of focus for the new communities' model would include the following:

- **Local Public Awareness:** This includes public facing initiatives wherein the local community is raising awareness in their region, related to ARIDO and qualified interior designers. Local awareness initiatives will focus on demonstrating the value of interior design as a profession and educating on the importance of Registered Interior Designers in Ontario. Target audiences are the public focused on both residential clients and business owners to ensure that all sectors are reached.

There is also opportunity for communities, under the purview of public awareness, to join ARIDO in its current outreach to high school students. This will enable joint efforts between head office, ARIDO's Community Outreach Committee and the local Community to connect with high school students in the region and educate them on interior design as a viable career path.

Lastly, Communities can work with other local organizations or chapters and societies of other organizations to build better relationships locally and raise awareness of the benefits of collaborating with a Registered Interior Designer.

Organizations can include, but are not limited to, Ontario Association of Architects (OAA) societies, International Facility Management Association (IFMA), Commercial Real Estate Women (CREW), Ontario Building Officials Association (OBOA), and other organizations that align with ARIDO's Equity, Diversity, and Inclusion mandates such as Black Architects and Interior Designers Association (BAIDA), the Afro-Canadian Contractors Association and many others.

- **Emerging Professionals Support:** This focus enables the local region to work with head office to support the next generation of interior designers such as Student and Intern members, and newcomers to Canada. This would include initiatives that support Emerging Professionals to find co-op, mentorship and internship opportunities and programming. The benefits of this collaboration between head office and communities across Ontario will include a direct connection of local Student, Intern, and newcomers to the ARIDO community in which they reside and/or work.
- **Education Opportunities:** Currently, most chapters offer CEU opportunities locally including catch up on CEU Days wherein a full day of education and networking is provided to the local community of members. This would continue in the new model and will now include a mandate of education that includes opportunities focused on equity, diversity, and inclusion. Local Communities can work with ARIDO's Education Committee whose focus is EDI.
- **Member Recognition Awards:** There has been discussion with the existing chapters and the Board of Governors (BOG) around examining the process in which Fellows and Honorary members are nominated and appointed by ARIDO. Currently, this task has been the responsibility of the BOG, which is a group of all ARIDO Past-Presidents. While this structure has served the organization well in past years, several gaps are recognized in the current framework. The potential to move the nominations of Fellows and Honorary members to the local community level enables the establishment of a

volunteer recognition program that may assist in recruiting and retaining a larger volunteer base of members and non-members at the Communities level. There is also potential to ensure recognition of volunteer members in regions outside the GTA where the head office is located.

- **ARIDO Member Value Awareness:** This will entail the local region assisting in building awareness related to member tools, resources and programming that were developed to support and be of value to ARIDO members. Often, the communication and promotion of such tools and programs are communicated via email or newsletter marketing to our members to reach all of Ontario. Promotion and awareness locally by the Communities may assist in ensuring that all members across Ontario are abreast of what's available to them as a benefit of membership.
- **Networking:** Networking events are currently offered by ARIDO Chapters, and this will carry over to the new model. Networking opportunities are seen as beneficial to all levels of membership enabling members to connect and build relationships with one another, and the industry partners that support the organization and local events. As the restructuring of the Communities will provide more opportunity for non-members to participate in events, Networking events would now also be open to include other disciplines as well.

## Community Structure

Currently ARIDO Chapters have operated somewhat independent of ARIDO in that there was little reporting or oversight of the chapters and their activities. Instead, what is in place currently is ARIDO By-law No. 5, which outlines the governance framework and policies related to how Chapters are legally required to operate. It has been identified that there is currently a lack of consistent adherence to this governance model, and this is likely due to the lax oversight by ARIDO to lead the Chapters.

The group agreed that a change from chapter to community would need new framework and policies in place not only at the time of implementation, but also to maintain the model moving forward. The framework for the new Community Model would require structure, policy, and resources to lead it.

The proposed framework is as follows:

### **Provincial Community Leadership Council (PCLC):**

A provincial-wide council would be formed. This group would serve as leadership and oversee the launch and execution of communities. It would also serve as the volunteer leadership group to which all communities would report.

A Community Lead would be identified at the regional level to represent the community and region, and that lead would, by automatic appointment, have a seat at the Provincial Community Leadership Council.

## PCLC Roles

**Community Leads and Co-Leads:** There will be up to 2 appointments per region: a Community Lead and Community Co-Lead which would ensure consistency and representation. The Community Co-Lead acts as the incoming Lead and will shadow the Community Lead with the commitment and intent to step into the Community Lead role at the next term.

The Community Lead is the primary representative of their region and will attend all PCLC meetings. Where the Community Lead cannot make a meeting, the Co-Lead will attend in their place. Where a Community Lead has missed 3 consecutive PCLC meetings, they will be notified of the dissolution of their appointment. In this scenario, the Co-Lead would be expected to step into the Community Lead position.

The Community Lead will also serve as an immediate Liaison and report back to their local ARIDO Community with updates that are relevant to their region or upcoming activities and programming.

**PCLC Finance Chair:** This position will be appointed from one of the four regions and will work directly with the head office.

**ARIDO Director:** A Director from the ARIDO Board of Management will be appointed to the PCLC. Their role will include:

- Serving as a liaison between the ARIDO Board of Management and the Communities. This will ensure that any challenges or opportunities experienced by the Communities is reported back and escalated to the ARIDO Board of Management for support and policy direction; and

- Ensuring cohesion with ARIDO's Strategic Plan focus and priorities and the activities carried out at the Communities level.

**ARIDO Staff:** The PCLC will receive support from the following ARIDO Staff:

- The Events Coordinator will attend all PCLC meetings, provide coordination of those meetings and track all minutes and action items.
- The Accounting Manager will support the PCLC on all financial matters and work directly with the PCLC Finance Chair.
- The Communications team will support the PCLC on any marketing, communications, and public awareness related matters.

## **PCLC Mandate**

The intention of the formation of the PCLC will be:

- Foster greater collaboration between all regions and ARIDO head office.
- Foster communication between all regions.
- Ensure compliance with the Communities framework and policies as identified within the ARIDO By-laws.
- All Communities will report to the PCLC.
- The PCLC will meet quarterly, with at least one meeting annually in person. That annual meeting will focus on strategic planning for ARIDO Communities for the coming year.

## **PCLC Voting Structure**

All actionable items will require the approval of the PCLC. Where approval by the PCLC is required, a motion will be moved by one voting PCLC Council Member and Seconded by another. Only those actionable items that receive a majority vote will pass and move forward.

The voting structure is as follows:

- Eastern Ontario Community (1 vote)
- Central Ontario Community (1 vote)
- Western Ontario Community (1 vote)
- Northern Ontario Community (1 vote)
- ARIDO Board of Director (1 vote)

Note that ARIDO staff will not have voting rights towards Community business.

## **Quorum for PCLC Meetings**

As per ARIDO's Bylaws and ONCA requirements, quorum for PCLC Meetings will mimic ARIDO Board of Management meeting quorum which is currently the majority of voting members present.

# Regional Communities

## Community Volunteer Roles

Consensus exists amongst the Advisory Group members to move away from traditional Chapter and association roles and titles. This would mean a move away from the President, Vice-President, Secretary and Treasurer chapter roles and titles. This also means a change to the volunteer roles within the framework itself.

ARIDO Communities would form several committees that would focus on a particular area of activity at the local level. All Committees would work together to attain the Regional Communities annual goals and targets.

Each committee will be chaired by a lead that will provide leadership and organization to the committee volunteers to ensure goals and targets of that committee are met.

A Local Finance Chair is recommended to liaise with the PCLC Finance Director and Accounting Manager for the development and execution of finance related activities locally such as developing budget, registration fees, etc.

There is a desire to engage the Educator members in local community initiatives by the Advisory Group.

## Communities Committees:

It is recommended that all Communities form Committees for each of the following areas of focus. The Advisory Group also recommends that for any Committee, a Co-chair model can be followed enabling more than one volunteer to lead committee work.

It is also recommended that where a non-member of ARIDO expresses interest in a Committee Chair position, that the Co-chair model be implemented with an ARIDO member serving as Co-chair and ensuring ARIDO representation and balance of leadership over that committee.

Committees will focus on the following priorities:

- **Events & Continuing Education Committee:** will focus on internal facing member events. This can include CEU Days and Networking events. At the launch of the Communities model, one Committee will be formed that will encompass all types of events locally and continuing education. However, larger communities may choose to separate this out into two committees due to the speciality and nature of events held in those communities.

ARIDO Communities will not hold Annual General Meetings similar to the current Chapter Practice but rather will hold annual Town Hall meetings in order to update their local membership on the work completed over the past year.

- **Emerging Professionals Committee:** will focus on any programming or initiatives aimed at supporting Students, Interns, newcomers, and diverse professionals to starting or proceeding on their path to becoming qualified. This can include Career Xpress programming, mentorship, and exam requirement preparatory sessions.
- **Public Awareness Committee:** Will focus on external facing initiatives where the target audience is the public or consumer group. This includes residential, commercial, public-sector entities or other professional groups (i.e., real estate brokers, landlords etc.).



- **Awards and Recognitions Committee:** will focus on a regional based awards and recognitions programs such as Fellows and Honorary Members, and Scholarships.

When recruiting volunteers to support ARIDO Community Committees, ARIDO members, and non-members may be recruited.

## **Equitable Access to ARIDO Communities**

Collaboration amongst the Communities is encouraged to create a larger sense of belonging and connecting across various regions.

It is also strongly recommended that all ARIDO Communities make an active effort to ensure that events and initiatives are accessible across the entire region. This would mean ensuring that any events or programming held are either in equally accessible areas for all members or have a virtual component to them so that all members can participate.

## **Community Finances**

There is consensus by the Advisory Group to move towards a model that has one central bank account for all Regional Communities. Aside from ensuring the financial sustainability of all communities outside the GTA and Ottawa, this would allow for the sharing of funds and accountability by all regions. Budget and financial transaction policies and procedures will align with ARIDO's governance framework. This includes the practice of event revenue and sponsorships collected to fund community initiatives, such as expenses related to mentorship, continuing education, scholarships, public awareness etc..

There will also be a unified approach to budgeting, revenue, expenses, and sponsorship followed by all Regional Communities.

Legal oversight of the central account and budget is managed by the PCLC Finance Chair and supported administratively by the Accounting Manager on staff with ARIDO.

The Finance Director will be responsible for:

- Must be a voting member of the PCLC and will be appointed to the position by the PCLC.
- Be the Council member responsible for the finances.
- Oversee the central annual operating budget.
- Ensure compliance with ARIDO's Community Finance Policy and legal requirements of the Banking Institution.
- Present the Communities budget for approval by the Council.
- Work with staff on the development of template tools related to finance such as budget, sponsorship protocol and packages, event registration fees etc.
- Serves as one of the two signatories for the provincial account related to issuing and collecting payments.
- Tracking funds and contributions/allocations.
- Works directly with the Accounting Manager.

The Accounting Manager will be responsible for:

- Management of all daily financial transactions.

- The collection of revenue and payment of expense transactions such registration and event costs.
- The primary contact that deals with the Banking Institute and oversees all daily financial and bank transactions.
- Serving as one of the two signatories as issuers and collectors of payment.
- Provide quarterly reporting on the Central Communities Account and budget to the PCLC.

Community Chairs and volunteers locally in the regions will:

- Develop and present proposed annual budgets for all local activities and initiatives to the PCLC.
- Develop sponsorship targets and packages.
- Secure sponsorship locally and manage the relationships with local industry supporters.

Staff and volunteers at the local level will work together to recruit and secure sponsorship for regional community events and initiatives and setting and tracking budget targets.

## **Community Marketing and Communications**

At the regional level, Community volunteers will handle content development to ensure the voice of the local region is captured in all Community related communications. This will include the curation of content that highlights event details, photos, newsletter content, and contribution to quarterly topics or themes as generated by the Council and filtered down to the Communities.

ARIDO head office will receive content developed by the local volunteers and execute it centrally on social media, via email marketing and where required, on the ARIDO website. Graphic design services will also be managed directly by the head office and ensure brand consistency. ARIDO head office will also generate communications related templates for all regions to use in order to facilitate a unified approach to content contribution and procedures.

Head office will also develop and manage:

- Social media: Cohesive and distinction of regional branding.
- Email marketing executed through ARIDO's communication platform.
- Development and maintenance of a Community section with info and branding.
- Section within the monthly ARIDO Update newsletter dedicated to Communities updates, i.e., Communities Corner.

The Advisory Group has also suggested that consideration be made to promote the ARIDO Update newsletter to the broader ARIDO community to include distribution to industry partners and supporters.

Another key communication goal will be to foster ongoing communication between all regional communities. The Advisory Group noted this development work ignited cross-provincial communications and the development of new working relationships between existing Chapters which did not occur within the existing model. There is a desire to keep the lines of communication open among all future Communities.

## **Community Administration**

ARIDO head office will own administration management responsibilities on behalf of all communities including:

- Management of all regional Communities working files and templates.
- Ensuring volunteers have access to all tools, templates, and regional files.
- Management of a central drive of files for organization and volunteer succession planning and knowledge sharing.
- Logistics related to events and Community logistics such as venue management, event contracting, food and beverage, etc.
- Management of event ticketing, registration, collection of payments, execution of contracts.
- Provide Communities with access to member data and regional lists of membership for reference only.

## **Member Feedback**

In Spring 2023, ARIDO and its chapter leaders presented the communities model at all 2023 Chapter AGMs. The feedback received is as follows:

### **Grand Valley Chapter**

- One platform for all Communities and volunteers to work off and communicate with another is ideal.
- Consider mandating Communities develop mission and vision statements to mimic ARIDO's governance.
- There is support related to public awareness locally and finding ways to give back to local charities.
- There is value in the recommendation of developing role descriptions and time commitments when recruiting Community volunteers.

### **Southern Ontario Chapter**

- Ensure there is balance of workload between Communities and head office. There needs to be assurance that with this transition, the head office isn't overloaded.

### **Section 3: Governance- Transitioning Chapters to Communities**

ARIDO's chapters are currently established and governed by ARIDO Chapter By-Law No. 5. It outlines important information such as how chapters will be formed and operate, chapter roles and responsibilities, and governance by ARIDO.

In order to implement the proposed Communities Model, ARIDO will need to dissolve the current By-Law No. 5 and replace it with a new By-law that outlines the governance structure for Communities. At the 2024 ARIDO AGM, an agenda item for the member's meeting will include two items for approval by the membership:

1. dissolution of By-law No. 5; and
2. approval of the new by-law governing the formation and governance of ARIDO Communities.

Prior to the 2024 AGM, ARIDO will also need to carry out the following:

- September 2023 - ARIDO publishes the Communities proposal to the larger ARIDO membership and design community and allows for one final feedback and commentary period.
- October/November 2023 - the Advisory Group reviews and discusses the feedback received from the final comment period; and will finalize any integrations or changes resulting from that feedback.
- December 2023- Present the final Communities proposal to the ARIDO Board of Management for their formal approval via a motion.
- January 2024 - work with legal counsel on the development of the draft by-law for presentation at the 2024 AGM.
- February 2024 - present draft by-law for approval to the Board of Management prior to AGM.
- March 2024 - publish the draft by-law to the membership for review prior to the member vote at the 2024 AGM.

It is important to note that only Registered members of ARIDO in good standing are legally entitled to vote towards ARIDO business, including the Communities model, at the Annual Meeting of members.

Upon successful approval of the by-law at the 2024 AGM, ARIDO may begin the implementation of the dissolution of the current Chapter model along with the implementation of the new Communities model in Spring 2024.

## Next Steps

This discussion document will be circulated amongst ARIDO members and the broader design community from November 8<sup>th</sup>, 2023 through to December 8<sup>th</sup>, 2023.

Individuals wishing to provide feedback or commentary on this discussion document and the Communities model can do via this [online form](#).

Upon closing of the comment period, the Advisory Group will reconvene to review and discuss feedback received. It will also determine if any action or amendments to the proposed model is to be taken as a result of feedback received. Where amendments to the proposed model occur, a document outlining significant changes to the model will be published and shared with the membership and broader community to ensure continued transparency.

The ARIDO staff will also begin to develop the operational tasks and policies internally in order to launch, transition and support the new Communities model.

Any questions regarding the proposed model or the comment period, can be directed to Sharon Portelli, Executive Director and Registrar at [sportelli@arido.ca](mailto:sportelli@arido.ca).