

2025 – 2027 Strategic Plan

**Royal Architectural
Institute of Canada**

Advocate. Educate. Celebrate.



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Land Acknowledgement

We acknowledge that the national office of the RAIC is located within the traditional unceded, unsundered and occupied territory of the Algonquin Anishinaabe people. The RAIC honours the peoples and land of the Algonquin Anishinaabe Nation and all First Nations, Inuit and Métis peoples and their valuable past, present and future contributions to this land. The RAIC acknowledges the historical oppression of lands, cultures and the original Peoples of Turtle Island (what we now know as North America) as well as the role architects and architecture played in that oppression. As the national advocacy body for architecture in Canada, the RAIC respects and affirms the inherent and Treaty Rights of all Indigenous Peoples across this land as well as those outlined in the United Nations Declaration on the Rights of Indigenous People.

The RAIC honours the generosity of the members of the RAIC Truth and Reconciliation Task Force and Indigenous Task Force.

The RAIC is committed to listening, un/learning and taking action along this journey together.



Foreword

The RAIC Strategic Plan is designed to be flexible and adaptive to our dynamic profession while remaining anchored in our core values, including a strong commitment to reconciliation. It represents the collective vision of our board and staff to build a brighter, more sustainable, inclusive, and equitable future. This plan is not merely a roadmap; it is a bold vision for the future of our profession, a commitment to excellence, and a promise to advocate for the integral role of architecture in shaping a sustainable and equitable world, while actively supporting reconciliation efforts with Indigenous peoples.

Our Strategic Plan is guided by five key priorities: sustainable membership, meaningful advocacy, a culture of design, communication, and architectural practice.

1. **Invigorate the Membership Model** - We want you and your clients to know that RAIC membership holds significant value and meaning. The RAIC aims to attract and engage talented architects and designers and support you in a financially sustainable future.
2. **Progress Meaningful Advocacy** - We will continue and build upon a collaborative and respectful approach to advocacy efforts, influencing policies, practices, and attitudes within the design community. Our focus is on creating a more inclusive, sustainable, and equitable built environment, while amplifying Indigenous voices and supporting Indigenous initiatives.
3. **Foster a Culture of Design** - Our members do some amazing work, and we want all Canadians to come along for the journey. We want to foster a culture of design that is reflective of our shared heritage, promotes reconciliation and reflects our commitment to build a better world for all.
4. **Communicate and Market Ongoing Work and Progress** - We will effectively promote the work we are doing by communicating our achievements and demonstrating leadership. Strengthening our visibility and credibility within the design community is key to advancing our influence.
5. **Support and Strengthen the Practice of Architecture** - We will strengthen our support for architectural practice through professional development, practice resources, and celebrating the success of our members through publication and awards.

These priorities reflect our dedication to our mission of building a better world through design excellence and our vision of establishing Canada as a global leader in architecture. We invite you to join us on this journey. Together, we will realize the transformative potential of architecture and make a lasting impact on the world around us.

Thank you for your support and dedication to the RAIC. The future of architecture is in our hands, and we are confident that together, we will achieve great things.

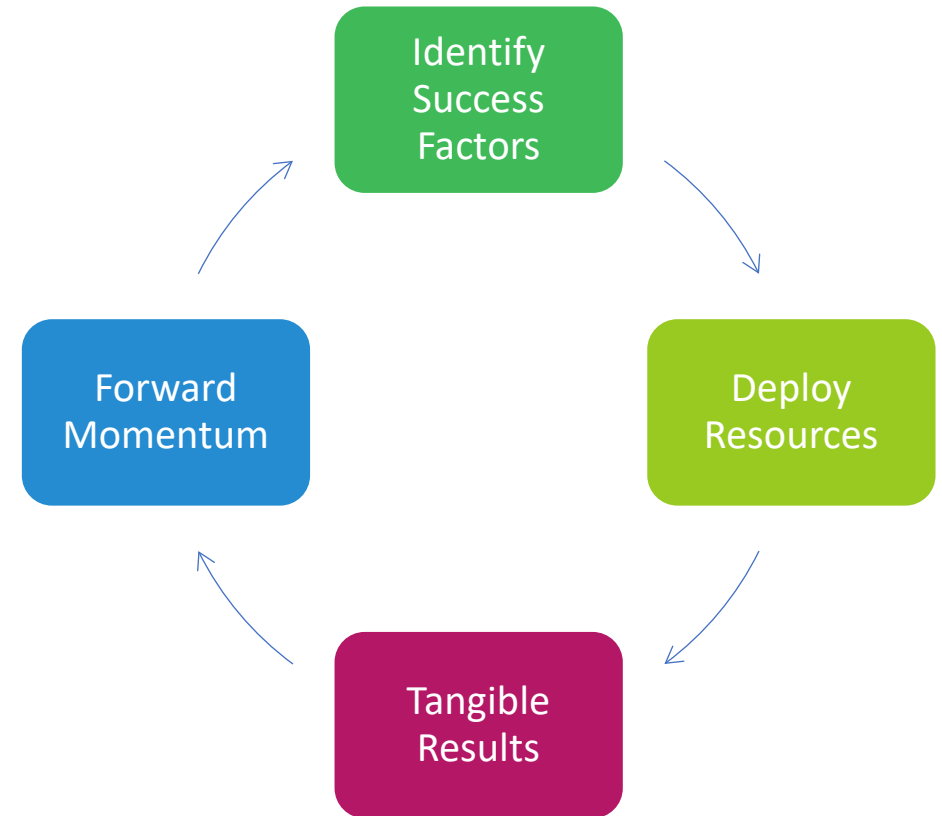
Building on Success

RAIC's 2022-2024 Strategic Plan yielded significant achievements, establishing a strong foundation for our 2025-2027 priorities. Building on this momentum, we recognize key success factors and continue to utilize our resources and capabilities, enabling us to drive forward to achieve tangible results and sustained progress.

The 2025-2027 Strategic Plan builds on the accomplishments and critical success factors that the RAIC has cultivated, including:

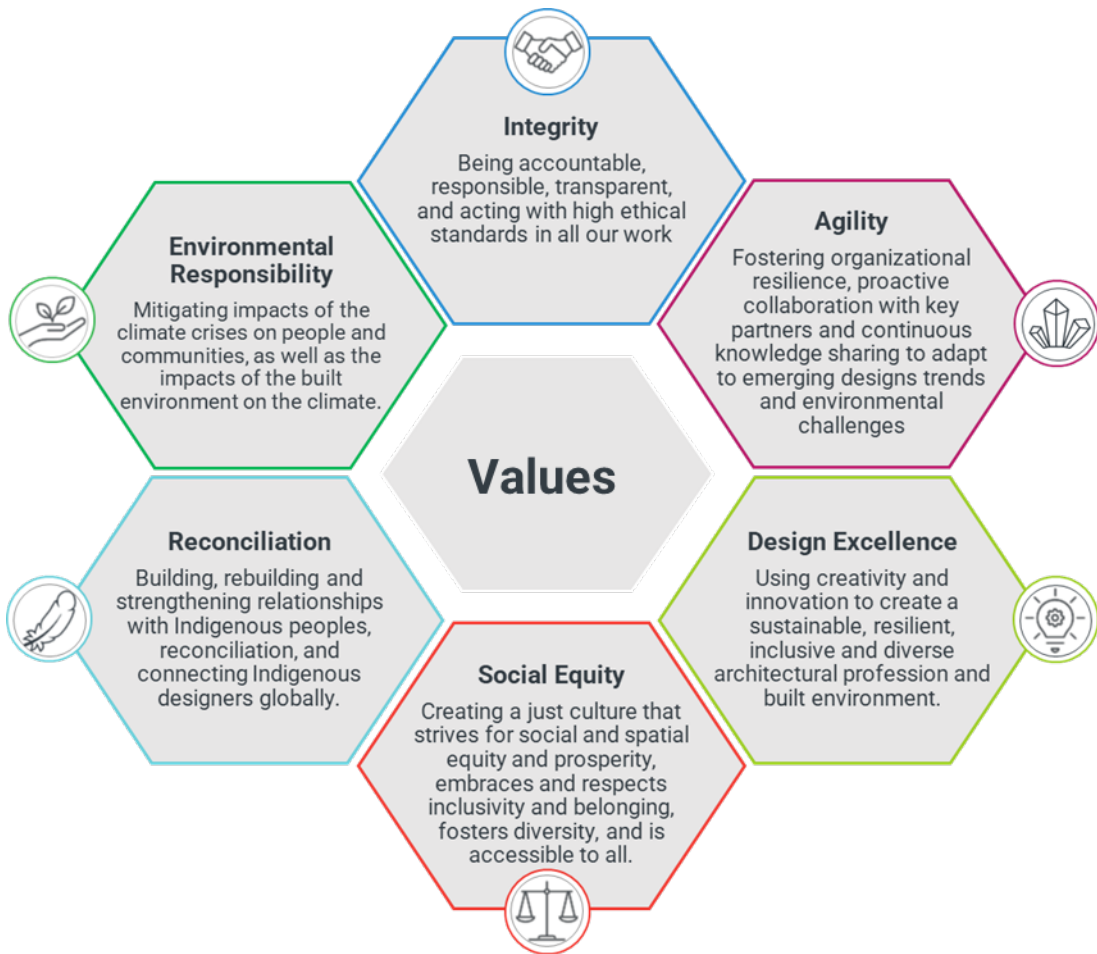
- Championing advocacy in the architectural profession,
- An unwavering adherence to core values,
- Employing the plan as a guiding framework for activity prioritization, and
- Continuous investment in efficient and effective operations, as well as capacity development.

This strategic plans reflects our priorities and vision, with a commitment to achieving the priorities detailed within in. Acknowledging the dynamic nature of the world around us, we will ensure flexibility in our planning, while keeping our core values at the forefront of all decisions.



Executive Overview of the 2025 – 2027 Strategic Plan

Mission: *To build a better world for all by empowering a strong culture of design excellence in Canada.*



Vision: *To establish Canada as a global leader in design and architecture.*

Mission

To build a better world for all by empowering a strong culture of design excellence in Canada.

What does our Mission *really* mean?

The RAIC uses its leading voice to advocate, engage and elevate Canada's design and architectural community, which will cultivate a better environment for people and the planet.



Patkau Design Lab (Vancouver, BC)
Photo: Patkau Architects

Our mission describes our core purpose, outlining the fundamental principle that guides our actions and decisions. It serves as the foundation of our strategic endeavors, promoting alignment with our overarching goals.



**GROW 20-unit multi-residential housing project by
Modern Office of Design + Architecture (MODA) (Calgary, AB)**
Photo: Ema Peter Photography

Vision

To establish Canada as a global leader in design and architecture.

What does our *Vision really* mean?

The RAIC is confident that Canada can ignite, influence and enable significant transformations within the global built environment.

Through this growth, we aspire to be the foremost organization associated with design in Canada to extend beneficial resources and contributions to the world at large.

Our vision statement serves as an aspirational guide, illustrating the ideal future we aim to achieve. The vision inspires and directs our efforts towards continuous improvement and success.

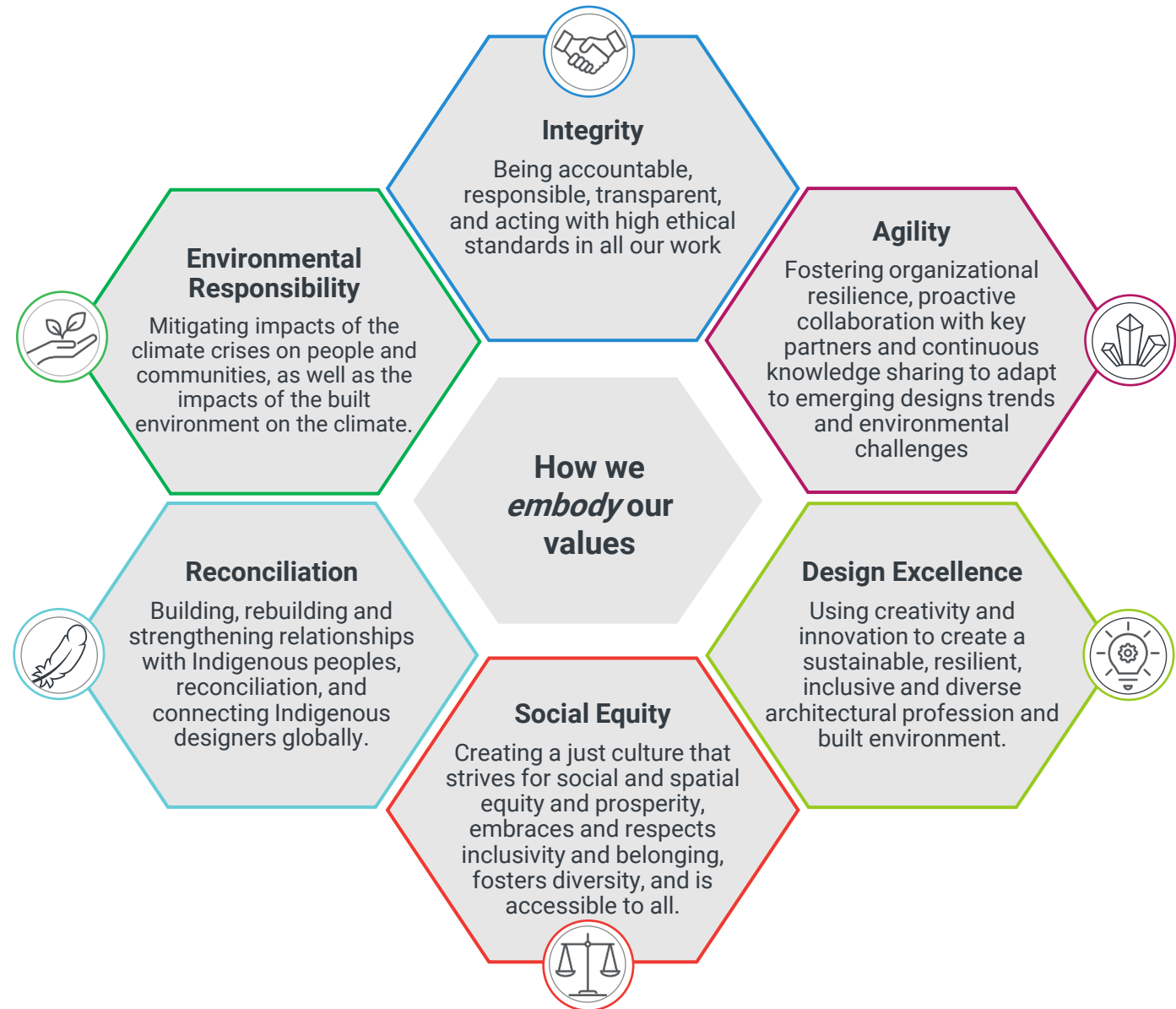
Values



What do our Values *really* mean?

The values of the RAIC reflect a deep commitment to fostering a sustainable and equitable architectural practice and design community.

Together, these values guide the RAIC's efforts, advance design excellence, and increase engagement across the architectural and design community.

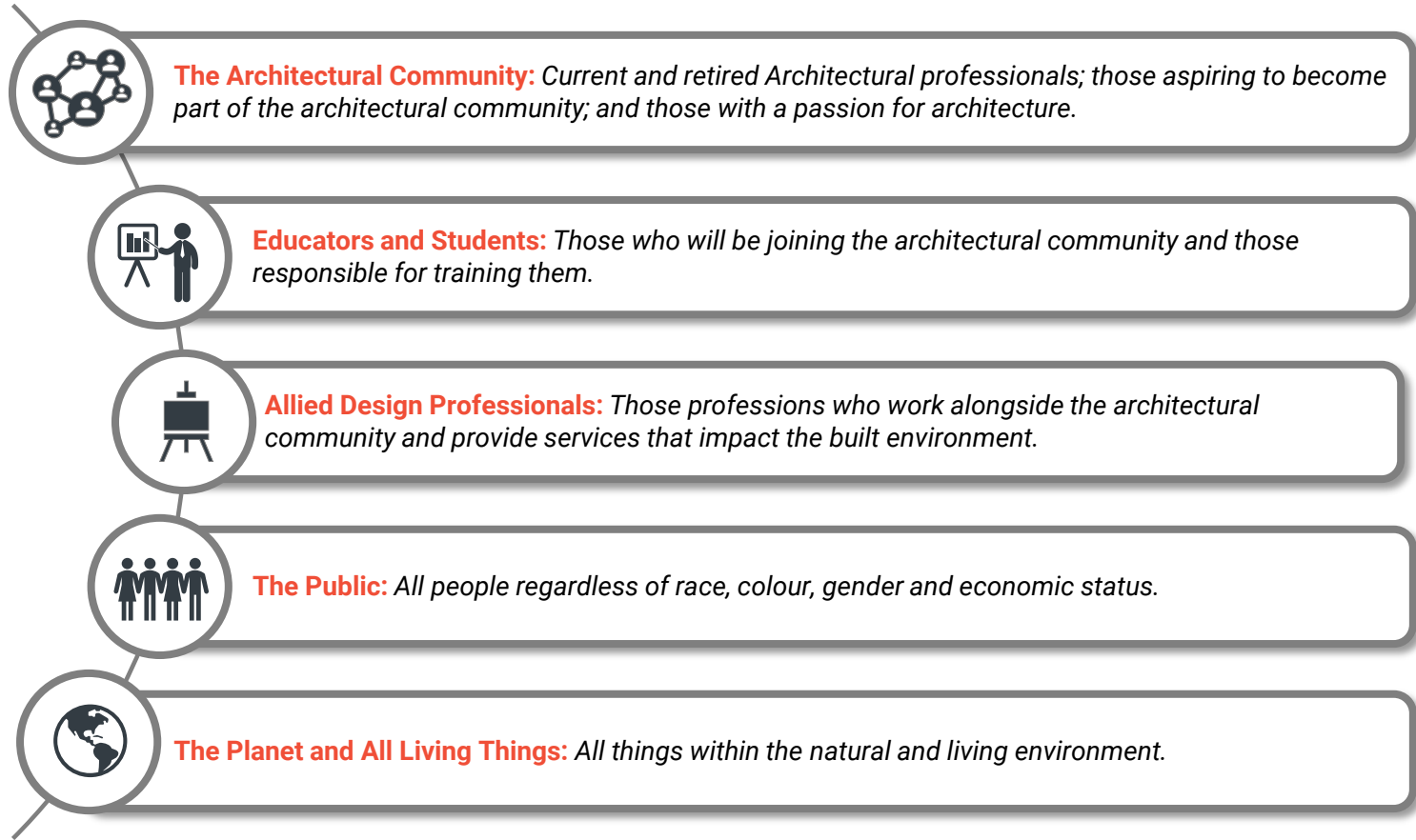


Our values highlight the essential behaviours that we embody on a day-to-day basis. These values serve as a compass to ensure consistency and integrity in our actions.



Stadium Station by GEC Architecture (Edmonton, AB)
Photo: Latitude Photography

Who We Serve



The people, places and things we serve enable us to exist as an organization and are why we work towards our vision.

PRIORITY: **INVIGORATE THE MEMBERSHIP MODEL**

Re-envision the meaning of membership at the RAIC.



Title	Strategic Objective	Outcome Link to Priority
Review Financial Model	Review the current financial model against organizational values and benefits offered.	Reviewing the financial model can provide the opportunity to identify a sustainable and financially viable membership model.
Review Membership Model	Review the current RAIC membership model to identify and address existing barriers, while capturing insights on broadening and optimizing overall membership value.	Optimizing RAIC's membership model by identifying and removing barriers can enhance value, engagement, diversity and growth across the design and architectural community.
Membership Resources	Review the resources, services, programs and benefits offered by the RAIC for its members and update as appropriate.	Improving the breadth, availability of resources and access to support services can enhance member engagement by providing them with the knowledge and information they may need.

PRIORITY LINK TO MISSION

By ensuring that membership holds significant value and meaning, as well as a financially sustainable future, the RAIC can attract and learn from talented architects and designers who are dedicated to enhancing design excellence through impactful and innovative design solutions.

PRIORITY LINK TO MISSION

A collaborative and respectful approach to advocacy efforts can influence policies, practices and attitudes relevant to the design community, thus moving towards a more inclusive, diverse, sustainable and equitable built environment.

PRIORITY: PROGRESS MEANINGFUL ADVOCACY

Advance action on the areas of importance to the architectural community.



Title	Strategic Objective	Outcome Link to Priority
Climate Action	Commit resources toward climate education and environmental initiatives	By fostering environmental stewardship through evidence-based practices, RAIC can help individuals make informed decisions and take proactive steps toward sustainability
Reconciliation	Amplify Indigenous voices, support and act upon Indigenous initiatives.	Actively supporting reconciliation through a collaborative and respectful approach ensures Indigenous people feel safe, welcome, and included, helping to foster solidarity and togetherness throughout the design community.
Outreach	Increase outreach and collaboration efforts, forging strong partnerships with advocacy experts	Positioning the RAIC to receive external network support can enhance the visibility, impact and research-supported strategy of advocacy initiatives for the collective
Diversity	Continue to grow diverse representation within the RAIC community.	Cultivating a diverse and inclusive community fosters a more equitable and representative organization, strengthening our advocacy efforts through respectful and inclusive dialogue.
Responsiveness	Ensure sufficient agility within the organization to adapt to emerging needs and challenges	By proactively and mindfully addressing emerging needs, RAIC remains an adaptive and supportive entity for the architectural community

PRIORITY:

FOSTER A CULTURE OF DESIGN

Elevate the design community to cultivate innovation and diversity, and enhance the appreciation of design.



Title	Strategic Objective	Outcome Link to Priority
Define and Promote a Culture of Design	Establish the definition of a culture of design and what it means for the public and broader community.	Establishing a definition that resonates with the public will ensure the concept of 'Culture of Design' is clearly articulated and can be better elevated, promoted and reflected through the actions of the RAIC and its partners.
	Identify how the RAIC can reflect a culture of design through its brand, events and activities.	Determining how best to reflect design culture and architectural innovation through RAIC programs, events and activities will support recognition as a forward-looking, inspirational, and diverse organization that attracts and engages both current members and new generations of architects and the public.
Elevate Design and Architectural Excellence	Promote a high standard of design and architecture in Canada by inspiring and supporting members to deliver high-design value with every project.	By showcasing exemplary projects, the RAIC can promote for the value and significance of Canada's design and architecture, increasing work opportunities for members and positioning Canada's architecture and design community as a leading global export.

PRIORITY LINK TO MISSION

Through collective engagement and shared values, the RAIC can help create a vibrant, diverse, and interconnected network of people to celebrate design, drive collaboration and elicit social impact within Canada.

PRIORITY LINK TO MISSION

By effectively communicating our achievements, the RAIC can demonstrate thought leadership and thereby strengthen its visibility and credibility within the design community.

PRIORITY:

COMMUNICATE AND MARKET ONGOING WORK AND PROGRESS



Build and define our organization's value proposition to effectively promote the brand and enhance our market presence.

Title	Strategic Objective	Outcome Link to Priority
Enhance RAIC's value proposition and marketing strategy	Review RAIC's current value proposition.	Updating and reshaping the value proposition can strengthen RAIC's brand and elevate its value offerings to current and future members.
	Develop a marketing strategy and plan.	A well-defined marketing strategy can enhance brand visibility, promote RAIC's value proposition, and support engagement. This, in turn, can help to elevate the value of architecture and design, positioning them as key mechanisms to improve quality of life, urban environments, and economic impact.
Communicate progress and celebrate achievements	Showcase and promote RAIC's achievements and accomplishments.	Timely communication and regular updates can increase visibility and recognition of RAIC's initiatives and successes.
	Monitor and measure progress of communications and marketing activities.	Monitoring and measuring the progress of our communications and marketing activities will provide valuable insights and direction. This enables us to adjust, optimize, and tailor outreach and engagement.

PRIORITY: SUPPORT AND STRENGTHEN THE PRACTICE OF ARCHITECTURE

Connect with the greater design community to strengthen collaborative links and the overall architectural practice.



Title	Strategic Objective	Outcome Link to Priority
Educate and Collaborate to Enhance the Value of Design and Architecture	Create learning and knowledge-sharing opportunities that educate, influence, and inspire RAIC members, the public, and clients.	Learning and development opportunities can promote collaboration and can contribute to building a knowledge-sharing culture across the design and architectural community, enhancing the perceived value and impact of design and architecture.
Review Industry Standards and Guidance Materials	Review architectural guidance materials and best practices to ensure they accurately capture evolving industry trends, requirements and standards.	Providing access to up-to-date materials enables continuous learning and helps architects stay informed about industry advancements and developments.
Community Relationship Building	Develop relationships with educational institutions, insurance associations, professional associations and allied groups.	Building relationships with key partners and collaborators can enrich resource sharing, shape industry policy, enhance education and knowledge sharing, and strengthen the network across the design and architectural community.
	Work with collaborators and partners to develop relevant standards and requirements for the built environment.	Providing resources and services to architectural and design professionals in creative and innovative ways, elevating industry standards, and encouraging equitable participation can enhance public awareness and interest in design culture as well as re-establish architecture and design as highly-valued aspects of Canada's culture.

PRIORITY LINK TO MISSION

By engaging with the broader design community, architects can leverage diverse perspectives, share knowledge, and collaborate on projects that address societal challenges and promote positive change.

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