
areas such as architectural programming, technical methods, and facility management, this approach may work the best for many smaller and medium-sized firms. Alternately, firms can promote consulting services directly to prospective clients requiring specialized expertise that a Canadian architect may have. Many of the immigration difficulties associated with work permits can be alleviated through a consulting mode.

• Joint Ventures

Joint venturing with American firms is often the most effective.

Possibly the most effective organizational mode for provision of basic architectural services, joint ventures have the advantage of an already-established local presence. Canadian firms, although in some cases requiring state registration, are spared from a number of procedural nuisances such as conformance to secondary regulations. Most Canadian firms now practising in the U.S. do so through project-specific joint ventures. They are either approached directly by American firms for their specialized expertise (implying the need for good exposure of Canadian firms in the American professional press) or, if doing work for a Canadian client, identify suitable local partners. Another advantage of joint ventures is that Canadians can often do most of their work out of their own home offices and not be required to incur additional overhead expenses by establishing operations in the U.S.

• Piggybacking

Piggybacking on Canadian developers and manufacturers has worked for firms in the past.

Closely related to Joint Ventures is the piggybacking route into the U.S. Several firms who have already established working relationships with Canadian developers in Canada, have been able to secure their first foothold in the American market by working on private development projects. Once they have become familiar with the markets in the course of the first or second project, they have established permanent offices in the U.S.