



Appraisal Institute  
of Canada

# 2016/17 ANNUAL UPDATE







Dan Brewer, AACI, P. App

## PRESIDENT’S MESSAGE

Over the past three years, the Appraisal Institute of Canada (AIC) has undertaken a significant reengineering and refocusing. While AIC has a long history as the preeminent body within the valuation/appraisal profession, the Board recognized that the status quo was not an option. Markets are changing and bringing more challenges and opportunities, changing clients’ expectations and in turn, Members’ expectations of their professional association.

During my presidency, we’ve ensured that the AIC National Board has been focused on three simple and clear principles to drive our efforts:

1. **Members matter.** As an organization, what we do should benefit the membership. Members have a right to expect that, and we have tried to respond.
2. **Transparency and openness.** We should be prepared to share information on what we do, why we do it and what we believe the results will be.
3. **We focus our energy and efforts in a way that generates results.** Too often, organizations get spread too thin, try to do too much, and end up accomplishing less than they should.

Those principles have been top of mind and as we are in the final year of a three-year strategic plan, I’m pleased to say that we have made significant progress on each of our four strategic pillars – Advocacy, Promotion of Members as Professionals of Choice, Diversification, and a Vibrant and Engaged Membership.

We are particularly proud of AIC’s accomplishments in the past couple of years, including:

- Testifying on the Canadian Real Estate Market and Home Ownership to the Parliamentary Standing Committee on Finance. This is significant; not only was this the first time that AIC has ever presented in front of a parliamentary committee, but nearly a dozen of AIC’s recommendations were incorporated into the report tabled in the House of Commons;
- Presenting at The European Group of Valuers’ Associations (TEGoVA) annual conference to share valuation challenges and opportunities within the Canadian Market. Furthermore, I was privileged to meet with like-minded valuation professional organizations (VPOs) such as the Appraisal Institute, International Right-of-Way Association and the American Society of Appraisers about ways that we can create mutually beneficial programs for our Members;

- Fully integrating the new standard for Machinery and Equipment valuation to help Members diversify their practice;
- Implementing a Top Appraiser Under 40 Award to recognize the young generation of appraisal professionals who have contributed to the advancement of the profession; and
- Achieving international recognition of the AIC, its designations and CUSPAP.

It has been an honour and privilege to have served the AIC membership as President over the last year. I look forward to working with the incoming president, Richard Colbourne, AACI, P. App and the rest of the AIC board of directors and staff to - continue the great work that is being done.

Thank you for this unforgettable experience.

## LIST OF AIC BOARD MEMBERS 2016-2017

### EXECUTIVE

**PRESIDENT**  
**Dan Brewer**  
AACI, P. App (ON)

**PRESIDENT ELECT**  
**Richard Colbourne**  
AACI, P. App (NS)

**VICE-PRESIDENT**  
**Peter McLean**  
AACI, P. App (ON)

**VICE-PRESIDENT**  
**Thomas Fox**  
AACI, P.App (SK)

**IMMEDIATE PAST PRESIDENT**  
**Daniel Doucet**  
AACI, P.App, Fellow (NB)

**CHIEF EXECUTIVE OFFICER**  
**Keith Lancaster**

### DIRECTORS

**Mike Kirkland**  
AACI, P.App (NL)

**Scott Wilson**  
AACI, P.App, Fellow (PE)

**Georges Semine**  
AACI, P.App (QC)\*

**Paula Malcolm-Schaller**  
CRA (ON)

**Darrell Thorvaldson**  
AACI, P.App (MB)

**John Manning**  
AACI, P.App (AB)

**Ernie Paustian**  
AACI, P.App (AB)

**Daniel Jones**  
AACI, P.App (BC)

**Craig Barnsley**  
AACI, P. App (BC)

\*Daniel Pinard, AACI P. App (QC) served on the board until December 2016.





Keith Lancaster, CEO

## CEO'S MESSAGE

The Appraisal Institute of Canada (AIC) continued to be focused on the objectives of a three year strategic plan in 2016/2017.

In the final year of this plan, AIC has continued to implement new programs to ensure that AIC Members are recognized as “professionals of choice” through four specific key results areas:

- **Advocacy on Behalf of the Membership** – Be the leading voice for the appraisal profession
- **Diversification of the Appraisal Professional's Value Proposition** – Facilitate efforts for Members to strengthen and diversify their skill set to seek expanded markets
- **Recognition of AIC Members as Professionals of Choice** – Promote AIC Members and the full range of valuation services they offer
- **A Vibrant and Engaged Membership** – Strengthen the AIC through the implementation of effective recruitment and retention strategies

Through our concerted efforts, we are pleased to see that our membership has increased by 3.5 per cent over 2016/2017, with significant growth among the new generation of appraisers – our Candidate Members and Student Members. Our website has received more than 350,000 visits and our “Find an Appraiser” online search tool continues to grow, receiving more than 8,500 visits every month. AIC has earned media exposure in excess of almost 700 million impressions, and our advertising is targeting our key client groups to provide significant exposure in critical markets. Our social media channels continue to grow in popularity and the AIC Exchange blog is delivering high quality content to the public and to our Members.

CUSPAP 2016 introduced “machinery and equipment” valuation and AIC has provided high quality training programs in partnership with the American Society of Appraisers to assist our Members to become competent in this diversification opportunity. AIC Members are leveraging new opportunities to further diversify their practice to include areas such as litigation, unique properties, assessment, and other areas of valuation expertise that will complement valuations for mortgage financing purposes. Our Professional Practice team has delivered professional practice seminars and continuous professional development opportunities that are convenient and relevant in today's marketplace. The Admissions and Accreditation team continues to evaluate the AIC Program of Professional Study in both English and French to ensure each program is delivering quality training to Candidate Members. Finally, our Communication team is leading the charge for a truly national advocacy program that involves and empowers our provincial affiliates to stay on top of policies and regulations that affect our Members at a provincial and federal level. The focus on advocacy is delivering results, as evidenced in our testimony to the Standing Committee on Finance in February 2017.

On behalf of the AIC team, we are pleased to present the 2016/2017 Annual Update which will provide more details on the key activities within each of the four strategic pillars as outlined in the 2015-2018 strategic plan.

## ADVOCACY ON BEHALF OF THE MEMBERSHIP

A strategic approach was taken last year to build key relationships within the federal government as well as with national stakeholders on issues that affect our Members. These issues include: data access; over-reliance on automated valuation models; the demand for quicker turnaround on appraisal reports despite lower fees; and awareness of the appraiser's role in the economy and in mitigating lending risk.

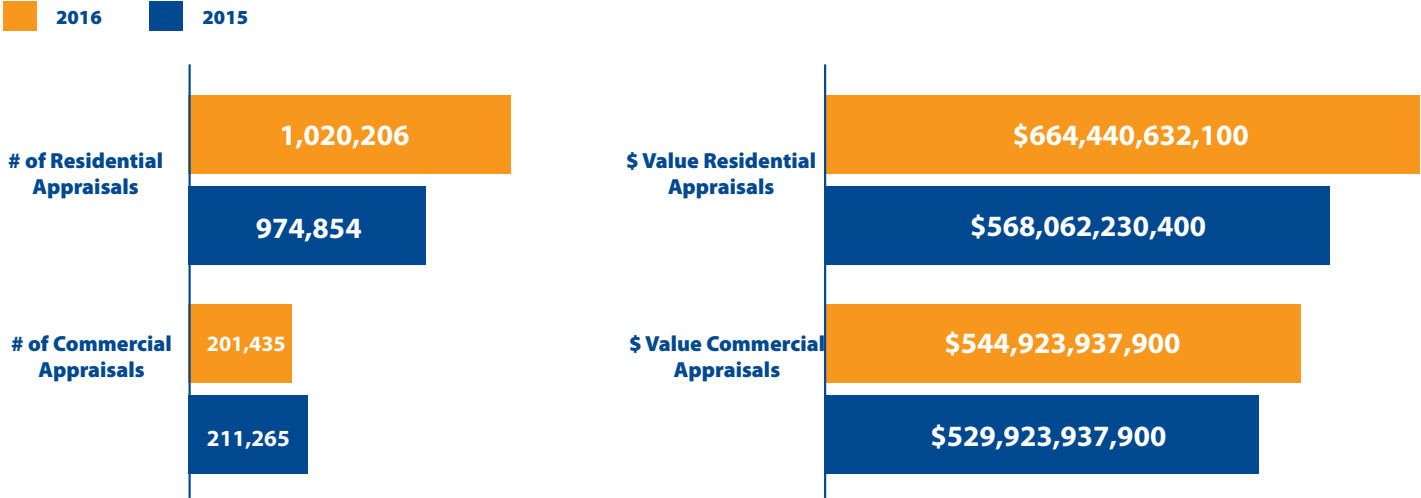
Overall, this strategic approach has fostered success. During 2016/17, AIC participated in more meetings with Members of Parliament (MPs) than in its whole history. The majority of meetings over the last year were held with MPs on the national Standing Committee on Finance as well as executive leaders within national real estate stakeholder groups.

The highlight of 2016/2017 however, was on February 8, 2017, when AIC was invited to testify during a hearing of the National Standing Committee on Finance regarding the Canadian Real Estate Market and Home Ownership. This is significant, as it was the first time that

AIC has ever presented in front of a parliamentary committee. Eleven recommendations made by AIC were included in the final report tabled in the House of Commons.

Provincial advocacy was also a priority over the past year. To help guide our advocacy efforts across the country, an Advocacy Sub-Committee made up of at least one Member from each province continued to meet regularly to discuss issues, lessons learned and strategies to build AIC's profile. AIC assisted provincial affiliates in their efforts to build relationships and educate their key stakeholders.





\*Based on the 2017 Insurance Renewal membership questionnaire.

## DIVERSIFICATION OF THE APPRAISAL PROFESSIONAL’S VALUE PROPOSITION

AIC continues to support and promote its Members’ diversification into professional valuation services beyond mortgage-financing.

Other initiatives within the advocacy portfolio included:

- Building relationships with industry groups such as the Canadian Real Estate Association, Mortgage Professionals Canada, credit unions, the Canadian Home Builders Association, mortgage insurers, etc. in order to enhance the industry’s voice in policy discussions. These meeting resulted in the sharing information, research and resources;
- Meeting with Federally Regulated Financial Institutions (FRFIs) and conducting regular discussions with Appraisal Management Companies (AMCs) to learn more about their appraisal requirements and needs; sharing our Members’ concerns; and identifying ways that we can find solutions that address these concerns;
- Meeting with partners such as the Financial Consumer Agency of Canada, the Canadian Mortgage and Housing Corporation, Office of the Superintendent of Financial Institutions, Canadian Mortgage Professionals, Mortgage Broker Regulators Council of Canada, and others.
- Submitting a proposal to the federal government’s 2017 Pre-Budget Consultations and participating in the 2017 Stakeholder Pre-Budget Lockup prior to release of the 2017 Federal Budget;
- Supporting several provinces in their efforts to educate and influence provincial issues with key messages, media support, and communication material;
- Communicating AIC’s “Advocacy in Action” through regular articles in CPV publications, communiques, online and social media channels; and
- Advertising in publications and online sites that reach federal government audiences.

Key activities to help our Members diversify include:

- Developing Machinery and Equipment valuation standards to add to CUSPAP 2016, with training sessions for Members offered in several Canadian cities in partnership with the American Society of Appraisers;
- Signing an agreement with the Canadian Institute for Certified Executor Advisors (CICEA) to obtain a Certified Executor Advisor (CEA) designation that will open doors for appraisal services among executors. This agreement provides access to courses at a discounted rate for our Members;
- Drafting the 2018 version of the Canadian Uniform Standards of Professional Appraisal Practice (CUSPAP) which will release a new standard for Mass Appraisal. This standard will be particularly valuable for non-fee AIC Members working within the mass appraisal field as well as help to potentially expand practice around tax appeals;
- Sharing Member stories about their path to diversifying their practice – through the Canadian Property Valuation publication as well as a new webpage – “Meet our Members” and;
- Providing various continuous professional development courses – at the national AIC conference and through webinars – to provide convenient learning opportunities to AIC Members.



MEMBERSHIP AT A GLANCE

	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017
AACI	1,940	1,960	2,002	2,001	2,011	2,002
CRA	1,484	1,486	1,498	1,475	1,469	1,461
Candidates	1,230	1,265	1,304	1,347	1,520	1,660
Students	80	118	150	184	221	281
Total	4,734	4,829	4,954	5,007	5,221	5,404

RECOGNITION OF AIC MEMBERS  
AS PROFESSIONALS OF CHOICE

AIC continues to promote our Members as Canada’s professional appraisers of choice by developing professional campaign resources that were distributed through traditional and non-traditional channels.

AIC’s promotional activities included:

- Directing its promotional resources to reach key client audiences – mortgage brokers, real estate agents and brokers, lawyers, developers, government, and to a lesser extent, consumers. A multi-faceted campaign was implemented in print and online channels to reach each of these audiences in a cost-effective way;
- Promoting AIC Members at national events, including the 2016 Mortgage Professional Canada (previously CAAMP) National Conference, the 2016 Toronto/Vancouver/Winnipeg/Edmonton/Montreal Real Estate Forums, the 2016 Canadian Bar Association Conference, and the 2016 Certified Professional Accountants Association Conference;
- Being interviewed by national mainstream media as well as proactively distributing AIC news through Canadian media channels to earn almost 700 million impressions in national and international media outlets;
- Being strategic with limited advertising budgets to earn close to 26 million impressions within trade and national publications;
- Focusing our attention on gaining more followers on social media channels -Twitter, Facebook and LinkedIn - by providing relevant and engaging content;
- Continuing to post relevant articles on the AIC Exchange, an online blog that facilitates online sharing of AIC Members’ knowledge and authority;

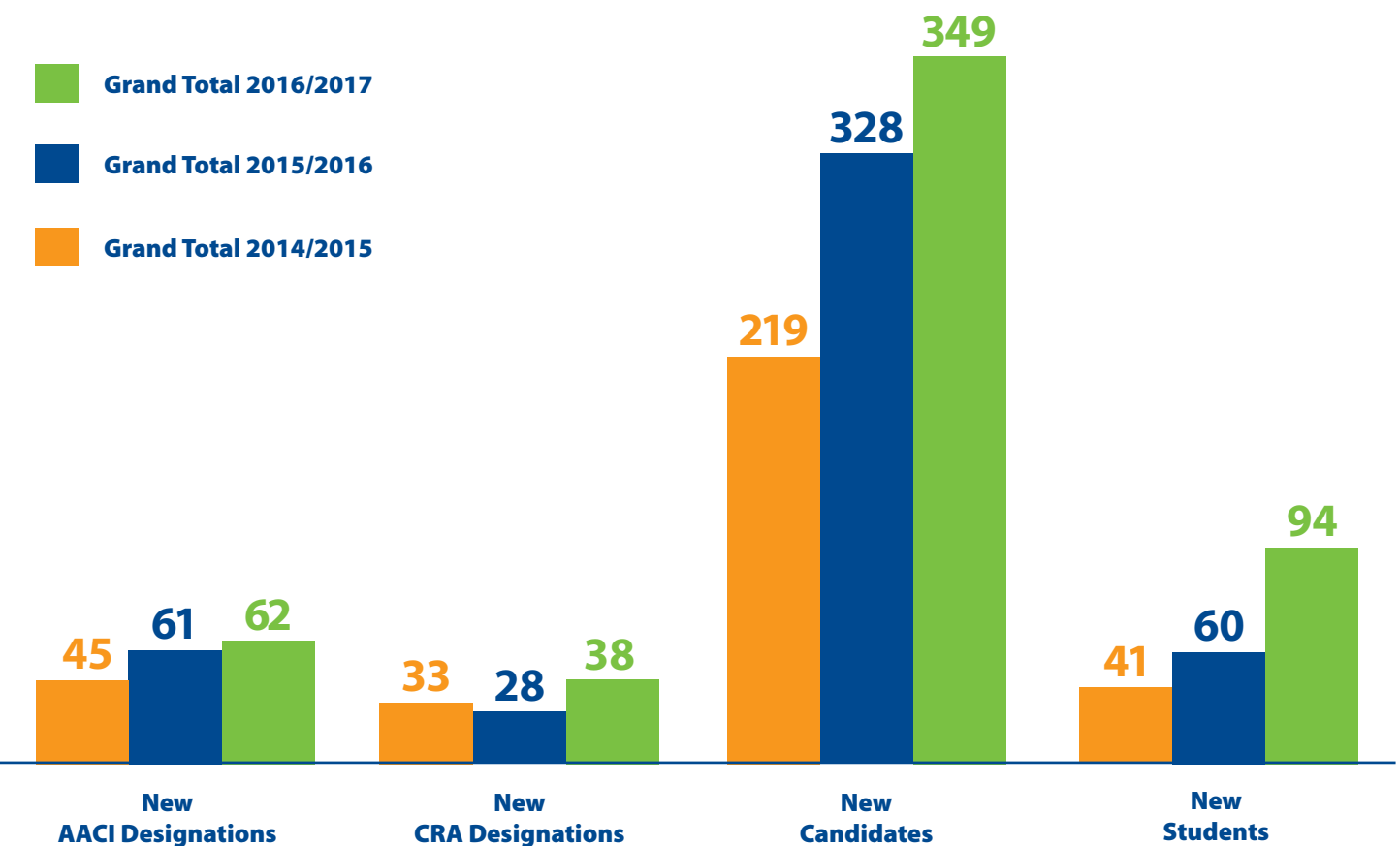


# 2016/17

## Annual Update

- Directing audiences to the AIC website through all promotional initiatives. This resulted in almost 360,000 visitors to the AIC website with the majority of the visitors being new; we also have more than 100,000 visitors to the Find an Appraiser page;
- Continually working with our provincial affiliates, chapters and volunteers to deliver exceptional service and resources to Members. This includes customizing ads for local markets, providing articles, and delivering AIC-branded resources; and
- Offering financial support to provincial affiliates to promote AIC Members at the local level, such as trade shows, business events, advertising within local publications, etc.

### NEW DESIGNATIONS & CANDIDATE & STUDENT MEMBERS BETWEEN APRIL 1, 2016 AND APRIL 1, 2017



### A VIBRANT AND ENGAGED MEMBERSHIP

AIC continues to explore ways to deliver value to our Members to ensure they remain engaged. It also continues to recruit new Members to ensure the sustainability of the Institute in the long term.

Over one year, AIC grew by 3.5%. This growth is contrary to other valuation associations which are experiencing stagnant membership numbers and in some case decreasing numbers.

Over the past year, AIC had 349 new Candidates join and we designated almost 100 new AACI/CRA Members across the country. This growth is critical given the demographics of our membership.

Key activities to grow AIC's membership included:

- Facilitating a more successful designation of our Candidate Members by continuing to implement the Work Product Review program to help new Members learn how to adhere to CUSPAP guidelines in a "hands-on" way. Since the program has been introduced, AIC is seeing better exam results and better interview results;

- Offering additional resources to assist our Candidate Members through their designation process – including Candidate Member Handbooks and the addition of an AACI Member to the national staff to facilitate the Work Product Review process;
- Proactively targeting young professionals to the appraisal profession through advertising on social media channels, including Facebook, YouTube, LinkedIn. This strategy worked, and in 2016, AIC had 765 participants in the AIC 101- Introduction to the Appraisal Profession webinar, up from 697 participants in 2015;
- Enhancing the AIC Professional Liability Insurance Program to ensure that annual fees remain consistent year-over-year while also providing better service, more convenience and added protection. The goal of the program is to ensure our Members are protected in the event of a claim;



AIC MEMBERSHIP

April 1, 2016 to April 1, 2017

AACI			AACI	CRA		CRA	Candidate		Candidate	Student	2016/2017	2015-2016
			Total	Retired	Active	Total	Retired	Active	Total	Total	Total	Total
AB	63	264	327	34	194	228	34	182	216	29	800	792
BC	126	435	561	45	224	269	27	294	321	52	1,203	1,159
INT	12	12	24	1	5	6	0	1	1	1	32	38
MB	14	59	73	2	52	54	3	67	70	32	229	224
NB	10	43	53	3	41	44	6	42	48	0	145	154
NL	5	28	33	6	34	40	2	11	13	6	92	90
NS	15	66	81	11	78	89	3	46	49	3	222	217
NT	0	2	2	0	0	0	0	2	2	0	4	4
NU	0	0	0	0	0	0	0	0	0	0	0	0
ON	96	550	646	79	510	589	55	804	859	124	2,218	2,097
PE	2	14	16	3	20	23	2	9	11	2	52	53
QC	19	86	105	6	56	62	2	20	22	22	211	197
SK	21	59	80	6	48	54	3	42	45	10	189	189
YT	0	1	1	0	3	3	0	3	3	0	7	7
Total	383	1,619	2,002	196	1,265	1,461	137	1,523	1,660	281	5,404	5,221

- Exploring more effective examination methods – both through the Applied Experience Exam and the Professional Competency Interview (PCI) process to make sure AIC can truly assess the competency and skills needed from our Designated Members;
- Implementing the Top Appraiser Under 40 award to recognize AIC’s young talent and to promote volunteerism and leadership among the new generation of appraisers;
- Engaging more than 300 volunteers across the country in various committees, events and national initiatives;
- Providing monthly e-newsletters to update Members on professional practice issues, events and other valuation news;
- Providing a quarterly publication, the Canadian Property Valuation, that shares Members’ expertise and technical experience;
- Engaging the membership in the 3rd annual “Canada Day Photo

- Contest” and developing the AIC 2017 calendar to reinforce the contribution our Members make in communities across Canada;
- Recognizing new Members through the “Future is Bright” column in the Canadian Property Valuation (CPV) to share the diversity of career paths open to AIC Members; and
  - Hosting more than 300 AIC Members at the annual AIC Conference in Winnipeg with a full program of educational discussions for Member development.

# 2016/17

## Annual Update

### THE APPRAISAL INSTITUTE OF CANADA

The Appraisal Institute of Canada (AIC) is a leading real property valuation association with over 5,400 Members across Canada and around the world. Established in 1938, the AIC works collaboratively with its 10 provincial affiliated associations to grant the distinguished Accredited Appraiser Canadian Institute (AACI™) and Canadian Residential Appraiser (CRA™) designations.

The AIC is a self-regulating organization that is guided by Bylaws, Regulations, Canadian Uniform Standards of Professional Appraisal Practice (CUSPAP), and a Code of Conduct to ensure that:

- The integrity of the profession is maintained;
- Members engage in conduct that will instill confidence and protect the public interest;
- Members provide quality services within their areas of competence; and,
- Members commit themselves to principles that reflect high standards of professionalism.

AIC-Designated Members are highly qualified, respected professionals who undertake comprehensive curriculum, experience and examination requirements. They are committed to ongoing continuing professional development to maintain the highest level of competency within an evolving marketplace. Our Members provide unbiased appraisal, review, consulting reserve fund planning services and machinery and equipment appraisal services as defined under CUSPAP

### OUR MISSION

To promote and support our Members in providing high quality property advisory services for the benefit of clients, employers, and the public.

### DESIGNATIONS

AIC-designated appraisers hold one of the following designations.

#### ACCREDITED APPRAISER CANADIAN INSTITUTE (AACI™):

The AACI designation is granted to individuals who have completed the AACI program of studies and fulfilled all the professional requirements of the Appraisal Institute of Canada. AACI Members are qualified to offer valuation and consulting services and expertise for all types of real property.

#### CANADIAN RESIDENTIAL APPRAISER (CRA™):

The CRA designation is granted to individuals who have completed the CRA program of studies and fulfilled all the professional requirements of the Appraisal Institute of Canada. CRA Members are qualified to offer valuation and consulting services and expertise for individual, undeveloped residential dwelling sites and dwellings containing not more than four self-contained family housing units.

## A SNAPSHOT OF AIC ACTIVITIES



#### MEMBERSHIP

4 % increase of **membership**  
9 % increase in **Candidate Members**  
27 % increase in **Student Members**



Average of **50 jobs** posted/month by various employers across the country in the “career opportunity” section of the AIC website.



#### VOLUNTEERS

More than **300** volunteers across the country



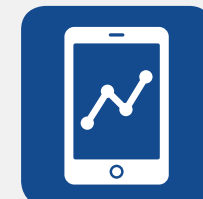
#### WEBSITE

**359,073** visitors  
**53%** new visitors; **47%** repeat visitors  
**101,735** visits to Find an Appraiser



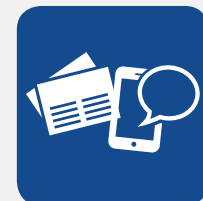
#### EARNED MEDIA IMPRESSIONS

more than **700,000,000** impressions



#### SOCIAL MEDIA

**14%** increase in **Twitter**  
**19%** increase in **Facebook**  
**75%** increase in **Linked In** group (plus Members-only group has grown to 773 participants)



#### ONLINE AND PRINT MEDIA IMPRESSIONS

**25,728,650** impressions



Over **25,000 copies** of **Canadian Property Valuator (CPV)** distributed annually to Members, clients and industry stakeholders



#### PARTICIPANTS IN AIC 101: INTRODUCTION TO THE APPRAISAL PROFESSION WEBINAR

**765** participants, up from 697 in 2015



# 2016/17

Annual Update

