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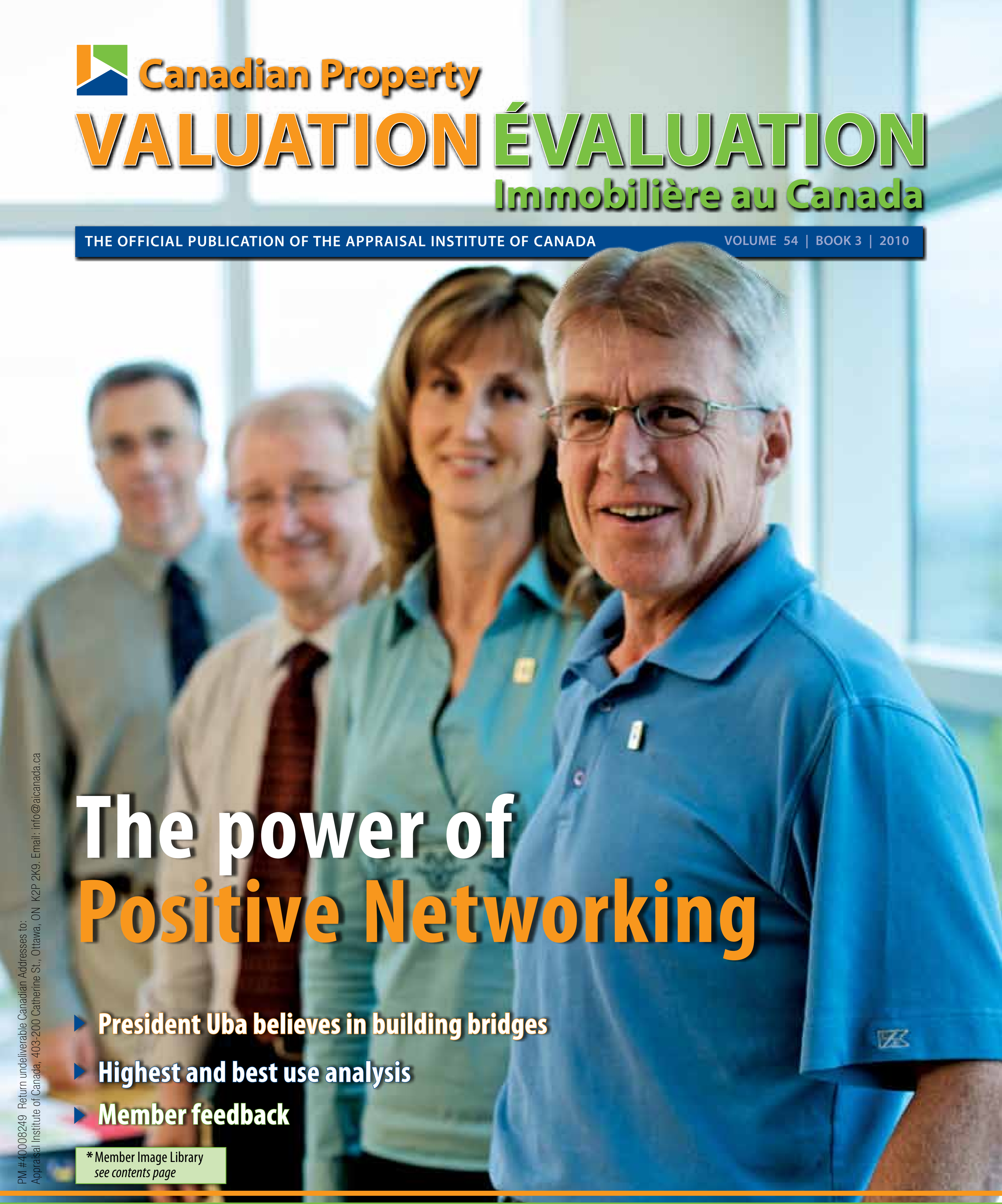

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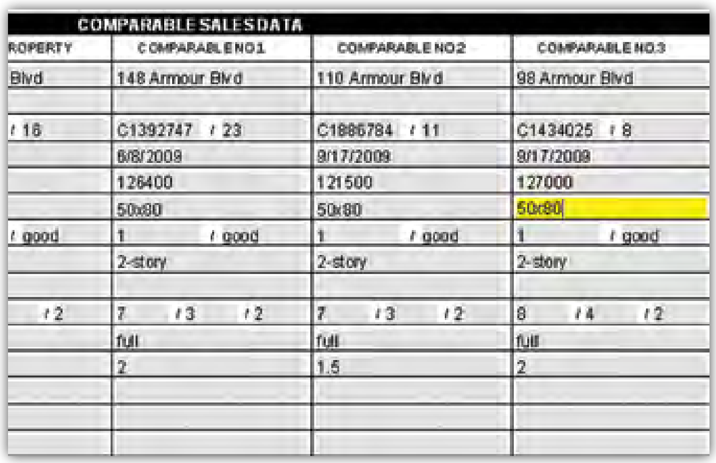

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ROPERTY	COMPARABLE NO1	COMPARABLE NO2	COMPARABLE NO3
Blvd	148 Armour Blvd	110 Armour Blvd	98 Armour Blvd
/ 16	C1392747 / 23	C1886784 / 11	C1434025 / 8
	6/8/2009	9/17/2009	9/17/2009
	126400	121500	127000
	50x80	50x80	50x80
/ good	1 / good	1 / good	1 / good
	2-story	2-story	2-story
/ 2	7 / 3 / 2	7 / 3 / 2	8 / 4 / 2
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About our cover • *Sur le cover*

AIC's Marketing and Communications Committee is assembling a corporate image library to reduce our reliance on stock photography and to provide a consistent bank of AIC-tailored digital images as part of our brand identity. These will be used in various media applications to enhance the AIC brand and services. The initial stages of this project have been completed in Winnipeg and Victoria. We thank the AIC members for their collaboration on this project.

Le Comité sur le marketing et les communications de l'ICE s'affaire à monter une photothèque afin de réduire le recours aux entreprises d'archives photographiques et bâtir une banque d'images numériques convenant spécifiquement à la notoriété de la marque de l'ICE. Ces photographies seront utilisées dans diverses applications médiatiques pour rehausser la marque et les services de l'ICE. L'étape préliminaire de ce projet a été complétée dans la région de Winnipeg et Victoria. Nous les remercions les membres pour leur collaboration à ce projet.

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It's all about **building bridges**

Grant Uba, AACI
AIC President

Q. You are currently Senior Director, Research, Valuation and Advisory with the Altus Group. What does this position entail?

A. Altus is in the process of setting up an expert services division and is recruiting individuals with skills and expertise in very specialized areas of valuation. My focus is on valuation and advisory issues relating to impacts on property value caused by environmental conditions, contamination and other impairments.

Q. What led you to this particular area of specialization?

A. I had been a sole proprietor for a number of years and decided in 2005 to look for a special niche that would set me apart from other appraisers in the marketplace. I educated myself in the valuation of contaminated properties as well as other impairments and was looking to be involved in anything related to these issues in matters of expropriation, litigation, disposition, etc. During my period of self-education, I only accepted 'routine' appraisal assignments to 'pay the bills.' For my first assignment, the client paid me to survey literature regarding a specific landfill issue. This involved reading and acquiring as much knowledge as possible in this area. When I was almost ready to give up and go back to a less specialized practice because my educational and marketing efforts were not making the 'phone ring,' I got a call from a leading environmental law firm that was interested in my knowledge on contamination. After being interviewed by them, I was retained to be part of their team on a case involving a significant liability to a municipality that could have affected many individual properties. The matter ended up being resolved and it turned out to be a great learning experience for me.

Q. What do you feel prepared you for undertaking such a project?

A. There is no question that my AACI designation provided the foundation. However, working with professionals in other disciplines, questioning and accepting what they were saying, and taking from that the variables that influence property values enabled me to step outside the realm of normal point-in-time valuation

Q. What led you to valuation as a profession in the first place?

A. I graduated in the early 1970s with an arts degree, majoring in political science. While I had not yet decided on a career, my father and I had been buying and selling houses. When Ontario's *Land Speculation Tax Act* came into being in 1974, things changed significantly. Thanks to my having the political science prerequisite, I was able to earn a provincial government job with their assessment division. I started in 1974 and received on-the-job experience in dealing with the land registry, lot sizes, measuring buildings, etc. It provided an excellent foundation, however, by 1986, I felt I had progressed as far as I thought possible in the job and made the move into fee appraisal, first in residential and then in commercial properties.

Q. While establishing your career in real estate appraisal, you also made a point of being involved in various volunteer activities. Can you tell us about that?

A. I had been involved as a volunteer with a community organization, so it seemed like a natural progression to do likewise within my profession. I started volunteering with the Waterloo/Wellington Chapter and actually served as chapter chair for about four years. I then had an opportunity through the Appraisal Institute of Canada (AIC) Applied Experience Program to serve as a mentor for Candidates and to spread the word about the role of mentoring with other appraisers. I estimate that I interacted with well over 100 Candidates during the four and a half years that I spent in that capacity and it was probably one of the most rewarding experiences of my life. From there, I served on the AIC's Publications Sub-committee, eventually becoming chair, as well as the Ontario Board's ex-officio, and on various other committees.

Q. You mention the tremendous satisfaction you got from working with Candidates. What about your volunteering experience overall?

A. Working as a sole proprietor can be a somewhat lonely existence. By that I mean you may not get many opportunities to interact with other appraisers. Volunteering is an ideal way to change that. I have found that being part of a Board of Directors and working collaboratively with other appraisers towards a common goal is a great experience. The

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opportunity to build and be part of a team, to work with different personalities, and to manage different expectations is very rewarding indeed. I wholeheartedly recommend the experience and encourage other appraisers, including Candidates, to do so as well. Whether serving at the chapter level or on national committees, it is an excellent opportunity for Candidates to get a feel for the profession and to develop a better sense of ownership. On this front, I am extremely proud of the fact that we are getting some eager Candidate members who are willing to become involved as volunteers. I should also mention that, once the new *Canada Not-for-profit Corporations Act* is proclaimed into law, the AIC will be required to consider the legislative requirements for all members, including Candidates, in the governance of the AIC at the national level.

Q. How would you sum up your philosophy for being involved in the profession as a volunteer?

A. I truly believe that the sign of a professional is a willingness to participate. If you do not have engaged professionals, then your profession has a problem.

Q. As AIC president, and chair of the Professional Affairs Coordinating Committee for the past year, what do you see as the biggest challenge in the year ahead?

A. We are experiencing a continually evolving environment and profession in which our Board is committed to work for the best interests of all concerned. The challenge to do so effectively lies in finding ways to build bridges between the Board, our affiliated organizations and our members, so that we are using the same playbook in advancing the AIC and the profession. While the president is the chief spokesperson for the entire team, everyone needs to take ownership in building these bridges and ensuring that we are continually improving and strengthening our profession. A total team effort is the key. I should add that this is not a one-year challenge, but an ongoing commitment whereby we continue to build from one year to the next. In this regard, I will be working very closely with president-elect George Ward, AACI to ensure that there is consistency and continuity in our approach.

Q. What are some of the specific challenges facing the team?

A. One of the biggest concerns is our aging membership. We must find a way to bring new and younger people into the profession. While our focus has been on university graduates, I believe that many graduates find out about valuation by accident. We need to reach people even earlier by informing high school guidance counsellors so that they can advise their students of valuation as a career option. Even better would be that provincial governments and local school boards consider adding a valuation course to the high school curriculum as an applied economics or business course. Advocating for the profession at the secondary school level could be a great role for our chapters.

Other challenges include: 1) how to adapt to changes in the market at the local, national and international levels and 2) competing successfully against other organizations that are looking to advance their causes and position themselves accordingly in the marketplace.

I emphasize again that, if we work as a team and pull together in the same direction, we can effectively meet these challenges and accomplish our goals.

Q. What advice do you have for members to cope with change?

A. While some members are adverse to change, the reality is that we all have to change in order to survive. Don't ask what the AIC is going to do for you, ask instead what you can do for yourself. Take responsibility for your own career, continue to change and adapt, find aspects of valuation in which you can specialize. Embracing change comes with risks; however, I respectfully submit that the risks to one's career will be greater with resistance to change.

Q. At the AGM in Victoria, what goals did the Board establish for the coming year?

A. First and foremost is communication. We take many steps and utilize many resources to communicate, but we need members to take greater responsibility for reading what they receive and knowing what the AIC is doing. Going forward, the Board wants to communicate with members on proposed policy changes in advance of Board meetings to allow members and the Affiliates to provide their input before and not after the Board has made its decision, and then communicate after the meeting with the decision and the rationale for the decision. This process will involve having firm deadlines for receiving committee reports in which policy changes are recommended so that the members and the affiliates may be informed and may communicate their opinions and concerns to the AIC Directors. The Directors will bring member input to the AIC Board meeting, and it will be considered by the Board in making its collective decisions for the AIC.

The second significant goal is to continue enhancing the professionalism of the Institute and our members. The perception sometimes is that, as professionals, we 'talk the talk,' but don't always 'walk the walk.' Professionalism can be many things. For example, do we always dress professionally when meeting with clients, in the field, or in offices? Are our reports presented in a professional manner that is clear, concise, and free of errors? Do we convey the image of a professional at all times? If we want to earn the trust and confidence of our clients and other stakeholders in the real estate industry, we must walk the walk of a true professional in all respects.

Q. On the subject of how we are perceived, what is the significance of the Institute's 2008 marketing initiative to reposition the organization?

A. It is extremely important. Our goal is to be considered in the top tier of professionals and we have taken some significant steps to enhance that position. From our new corporate image, strategically-placed advertisements, interactive website, and communications such

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as this very magazine, to director interviews, educational initiatives, and stakeholder forums, we are enhancing our status in the real estate industry. I believe that we have made some real headway with the large companies who are recruiting university graduate appraisers; however, we still have more ground to cover with smaller companies. The new generation of members coming into the profession will help in this regard. However, as I stated previously, our members must support such efforts with their own personal actions. They must market themselves as true professionals in every sense of the word then back it up with what they do and how they do it.

Q. For the annual conference in Victoria this past June, the AIC introduced a discounted registration fee for Candidates to encourage them to attend. Was this a success?

A. From a numbers standpoint, with 39 Candidates registered, it certainly was successful. We held a luncheon and encouraged first time conference registrants to meet with AIC directors to discuss their profession and any questions or concerns they had. In a post-conference survey Candidates indicated that they highly valued this opportunity to attend the conference – particularly as a vehicle for connecting with other Institute members and beginning to forge bonds with others at the early stages of their career – bonds that could be nurtured over their career lifetime. We also achieved positive feedback on this initial year of our Candidate-stream educational program. All of this feedback tells us that we are on the right track. We want to continue to recognize these newer members and what matters to them. We have to communicate this objective to our older members so that they understand what we are trying to accomplish and how they can play a role in making it happen.

Q. Governance of the AIC is another issue that has been identified as deserving of attention. What is the plan in this area?

A. Governance needs to be continually reviewed by all organizations and ours is no exception. We need to be more proactive in looking at our governance model to determine if it is working effectively. How do we ensure that we are delivering services to our members in the most cost efficient manner? Is our committee structure too cumbersome? Part of this process involves initiating discussions on this subject with our provincial affiliates. It also means considering discussion papers on governance for the anticipated revisions to the *Canada Not-for-profit Corporations Act* regarding how not-for-profit organizations shall govern themselves. This could certainly be a 'grass roots' initiative relative to a very important matter that will affect every member and the AIC at the national level as we know it.

Q. Could you touch on the advocacy work being done by AIC's executive and management for the benefit of the membership?

A. We are always looking to champion our profession and the skills of our members, and to ensure that we are evolving to meet the needs of the marketplace. Twice a year we meet with public organizations and the public sector to invite feedback on how we can better meet those needs. This same process is carried out when we meet with members of the private sector through our Advisory Council. Also, one of our new initiatives in President Sheila Young's year was the Forum for Collaboration involving various appraisal organizations operating in Canada. We are always looking to work with existing and new stakeholders in our industry to improve the profession and improve what members of the AIC can do.

Q. With so many existing and new initiatives, what role do our volunteers play and what is the status of our volunteer base?

A. The majority of what the Institute is able to accomplish is directly attributable to our amazing volunteers. Compared to last year's total of 139, we now have 175 volunteer members contributing to various committees and sub-committees. These are individuals who have a genuine passion for their profession and who participate because they have a desire to be true professionals. Through initiatives such as Volunteer Corner on our website, volunteer profiles in *Canadian Property Valuation*, and a genuine effort to exercise volunteer management by outlining how our committees operate, when they meet, and what they are working on, we believe that our volunteer base is stronger than ever. We are delighted to see many new people coming forward to volunteer and by the fact that we have managed to find roles for almost 50% of them. Our future is in good hands.

Q. You have outlined a number of key initiatives being undertaken over the year ahead. As president, what will be your role in all of this?

A. I am looking for our directors to take responsibility for making the best decisions and for ensuring that positive action takes place. My role will be to coach, facilitate and moderate so that the Board of Directors can make the best possible decisions for the profession and the AIC with the financial and human resources that we have.

Q. Do you have any final words to share with your fellow members?

A.Take charge of your own career. The Appraisal Institute of Canada is your professional body that works on your behalf, but all members are needed to participate, both internally and externally, to grow the profession, to grow the AIC and, most importantly, to grow each member's career. We should consider ourselves as partners in the AIC, with each partner being an advocate for the AIC and our profession. I believe that we can and will accomplish great things together.

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Grant Uba, AACI
Président de l'ICE

Q. Vous êtes actuellement directeur principal, Recherche, évaluation et consultation au Groupe Altus. En quoi consiste ce poste?

R. Altus met actuellement sur pied une division des services d'experts et recrute des personnes possédant des compétences et de l'expertise dans des domaines très spécialisés de l'évaluation. Je me concentre sur les questions touchant l'évaluation et la consultation relatives aux répercussions, à la valeur immobilière, aux conditions environnementales, à la contamination ou aux autres détériorations.

Q. Qu'est-ce qui vous a mené à ce domaine de spécialisation particulier?

R. J'ai été propriétaire unique pendant un certain nombre d'années et, en 2005, j'ai décidé de chercher un créneau spécial qui me distinguerait des autres évaluateurs présents sur le marché. Je me suis renseigné moi-même sur l'évaluation de propriétés contaminées ainsi que sur d'autres détériorations et je cherchais à occuper un poste relié à des questions concernant l'expropriation, des litiges, la disposition, etc. Au cours de la période où je me suis renseigné moi-même, j'ai seulement accepté d'effectuer des évaluations « de routine » pour « payer les factures ». Dans le cadre de ma première évaluation, le client m'a payé pour examiner de la littérature portant sur une question précise relative à l'enfouissement des déchets. J'ai lu et acquis le plus de connaissances possible dans ce domaine. Lorsque j'étais presque prêt à abandonner et à retourner travailler dans un domaine moins spécialisé parce que mes efforts en matière d'étude et de marketing ne faisaient pas « sonner le téléphone », j'ai reçu un appel d'un cabinet d'avocats spécialisé en environnement qui était intéressé par mes connaissances sur la contamination. Après avoir passé une entrevue, j'ai été engagé afin de faire partie de leur équipe qui travaillait sur un dossier comportant une importante responsabilité à une municipalité qui aurait pu avoir une incidence sur un grand nombre de propriétés individuelles. Le dossier a fini par se régler et il s'est avéré une expérience incroyable sur le plan de l'apprentissage pour moi.

Q. À votre avis, qu'est-ce qui vous a préparé à entreprendre un tel projet?

R. Il ne fait aucun doute que mon titre AACI a jeté les bases. Cependant, le fait de travailler avec des professionnels d'autres disciplines, de leur poser des questions et d'accepter ce qu'ils disent, et de déduire à partir des facteurs exerçant une influence sur les valeurs immobilières m'a permis de sortir du domaine de la simple évaluation régulière.

Q. Qu'est-ce qui vous a amené à choisir l'évaluation en tant que profession en premier lieu?

R. J'ai obtenu un diplôme en arts avec spécialisation en sciences politiques au début des années 1970. Alors que je n'avais pas encore choisi une carrière, mon père et moi achetions et vendions des maisons. Lorsque la *Land Speculation Tax Act* de l'Ontario est entrée en vigueur en 1974, la situation a grandement changé et grâce à mes préalables en sciences politiques, j'ai été en mesure d'obtenir un emploi pour le gouvernement provincial, au sein de la division d'évaluation. J'ai commencé en 1974 et j'ai acquis de l'expérience sur le terrain en m'occupant du cadastre, de la taille des lots, en mesurant les bâtiments, etc. Ce poste m'a fourni d'excellentes bases. Cependant, en 1986, j'avais le sentiment que j'avais avancé aussi loin que je croyais possible au sein de cet emploi et je me suis lancé dans l'évaluation moyennant honoraires. J'ai tout d'abord évalué des propriétés résidentielles et ensuite des propriétés commerciales.

> *« Si le professionnel n'est pas vraiment engagé, la profession a un problème. »*

Q. Tout en entamant une carrière dans le domaine de l'évaluation immobilière, vous vous êtes fait un devoir de participer à différentes activités bénévoles. Pouvez-vous nous en dire plus à ce sujet?

R. Ayant été bénévole au sein d'un organisme communautaire, il semblait donc naturel que je fasse de même dans le cadre de ma profession. J'ai commencé à faire du bénévolat au sein du chapitre de Waterloo/Wellington et j'ai en fait exercé les fonctions de président du chapitre pendant environ quatre ans. J'ai ensuite eu l'occasion, par le biais du Programme d'expérience appliquée de l'Institut canadien des évaluateurs, d'agir à titre de mentor auprès des membres stagiaires et de faire

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connaître le rôle du mentorat auprès des autres évaluateurs. J'estime que j'ai interagi avec plus de 100 membres stagiaires au cours des quatre années et demi passées à exercer cette fonction et ce fut probablement l'une des expériences les plus enrichissantes de ma vie. À partir de là, j'ai siégé au sous-comité sur les publications de l'ICE, dont je suis devenu ultérieurement le président. J'ai aussi été administrateur d'office au sein du Conseil d'administration de l'Ontario et j'ai siégé à divers autres comités.

Q. Vous mentionnez la grande satisfaction que vous procure le fait de travailler avec les membres stagiaires. Qu'en est-il de votre expérience globale de bénévolat?

R. Travailler à titre de propriétaire unique peut s'avérer une existence assez solitaire. Je veux dire par là qu'on n'a pas beaucoup l'occasion d'interagir avec d'autres évaluateurs. Le bénévolat constitue une façon idéale de tout changer. J'ai découvert que faire partie d'un Conseil d'administration et de travailler en collaboration avec d'autres évaluateurs dans le but de réaliser un objectif commun constitue une expérience merveilleuse. La possibilité de mettre sur pied une équipe et d'en faire partie, de travailler avec différentes personnes et de gérer diverses attentes est en effet très enrichissante. Je recommande sans réserve l'expérience et j'encourage les autres évaluateurs, y compris les membres stagiaires, à faire de même. Que ce soit effectuer du bénévolat au niveau du chapitre ou siéger à des comités nationaux, il s'agit d'une excellente occasion pour les membres stagiaires d'avoir une idée de la profession et de mieux comprendre la propriété. À ce titre, je suis extrêmement fier du fait que certains membres stagiaires enthousiastes sont prêts à devenir bénévoles. Je devrais également mentionner une fois la nouvelle *Loi canadienne sur les organisations à but non lucratif* promulguée, l'ICE sera tenu de prendre en considération les exigences législatives relatives à tous les membres, y compris les membres stagiaires, dans la gouvernance de l'ICE à l'échelle nationale.

> *« Ne demandez pas à l'ICE ce qu'elle fera pour vous, demandez-vous plutôt ce que vous pouvez faire pour vous-même. »*

Q. Comment résumeriez-vous votre philosophie relativement à votre contribution à titre de bénévole au sein de la profession?

R. Je crois vraiment que le signe qui révèle le professionnalisme d'une personne est sa volonté de participer. Si le professionnel n'est pas vraiment engagé, la profession a un problème.

Q. À titre de président de l'ICE et de président du Comité de coordination des affaires professionnelles au cours de l'année dernière, quel est selon vous le plus gros défi à relever dans la prochaine année?

R. Nous faisons actuellement l'expérience d'un milieu et d'une profession en constante évolution au sein desquels notre Conseil d'administration s'est engagé à travailler dans le meilleur intérêt de toutes les parties concernées. Pour ce faire de façon efficace, le défi consiste à trouver des façons de créer des liens entre le Conseil d'administration, nos organismes affiliés et nos membres afin que nous utilisions le même plan de match pour faire progresser l'ICE et la profession. Bien que le président soit le porte-parole en chef de l'équipe entière, tout le monde doit participer à la création de ces liens et s'assurer que nous améliorons et renforçons constamment notre profession. Un effort déployé par tous les membres de l'équipe constitue la clé. Je devrais ajouter qu'il ne s'agit pas d'un défi d'une année, mais plutôt d'un engagement continu selon lequel nous continuons à nous appuyer sur l'année précédente pour aller de l'avant au cours de l'année prochaine. À cet égard, je travaillerai en étroite collaboration avec le président élu George Ward, AACI pour veiller à ce qu'il y ait une certaine uniformité et continuité dans notre approche.

Q. Quels sont certains des défis précis auxquels est confrontée l'équipe?

R. Le vieillissement de nos membres constitue l'une des plus grandes préoccupations. Nous devons trouver un moyen d'attirer des personnes nouvelles et plus jeunes dans la profession. Bien que nos efforts soient concentrés sur les diplômés universitaires, je crois qu'un grand nombre de diplômés découvrent l'évaluation par hasard. Nous devons joindre les personnes lorsqu'elles sont plus jeunes en informant les conseillers en orientation des écoles secondaires afin qu'ils puissent informer les étudiants au sujet de l'évaluation en tant que choix de carrière. Encore mieux, les gouvernements provinciaux et les conseils scolaires locaux devraient prendre en considération l'ajout d'un cours sur l'évaluation au programme scolaire sous la forme d'un cours sur l'économie appliquée ou sur les affaires. La promotion de la profession dans les écoles secondaires constituerait un excellent rôle pour nos chapitres.

Parmi les autres défis, citons : 1) la façon de s'adapter aux changements qui se sont produits sur le marché à l'échelle locale, nationale et internationale et 2) concurrencer efficacement les autres organismes qui cherchent à faire avancer leur cause et à se positionner en conséquence sur le marché.

J'insiste de nouveau sur le fait que si nous travaillons en équipe et que nous allons tous dans la même direction, nous pouvons relever efficacement ces défis et atteindre nos objectifs.

Q. Quel conseil donneriez-vous aux membres pour qu'ils affrontent le changement?

R. Bien que certains membres soient défavorables au changement, la réalité est que nous devons tous changer pour survivre.

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Ne demandez pas à l'ICE ce qu'elle fera pour vous, demandez-vous plutôt ce que vous pouvez faire pour vous-même. Assumez la responsabilité de votre propre carrière, continuez d'évoluer et de vous adapter et trouvez des domaines de l'évaluation dans lesquels vous pouvez vous spécialiser. Faire place au changement entraîne des risques; cependant, je soutiens respectueusement que les risques menaçant la carrière d'une personne seront plus grands si cette personne résiste au changement.

Q. À l'AGA qui s'est tenue à Victoria, quels objectifs le Conseil a-t-il établis pour la prochaine année?

R. La communication d'abord et avant tout. Nous prenons de nombreuses mesures et utilisons de nombreuses ressources pour communiquer, mais les membres doivent assumer une plus grande responsabilité à l'égard de la lecture des documents qu'ils reçoivent et de la connaissance des activités exécutées par l'ICE. Pour l'avenir, le Conseil d'administration veut communiquer avec les membres au sujet des modifications proposées aux politiques avant la tenue de ses réunions afin de permettre aux membres et aux organismes affiliés de fournir leurs commentaires avant qu'une décision soit prise et non après. Le Conseil d'administration communiquera ensuite la décision prise à la suite de la réunion ainsi que les motifs de sa décision. Ce processus nécessitera l'établissement de délais stricts pour la réception des rapports des comités dans lesquels les modifications aux politiques sont recommandées afin que les membres et les organismes affiliés en soient informés et qu'ils puissent communiquer leurs opinions et préoccupations aux administrateurs de l'ICE. Les administrateurs présenteront les commentaires des membres au cours de la réunion du Conseil d'administration de l'ICE, et celui-ci en tiendra compte lors de la prise de décisions collectives concernant l'ICE.

Le deuxième objectif important consiste à continuer d'accroître le professionnalisme de l'Institut et de nos membres. On a parfois l'impression que, comme professionnels, nous ne faisons que parler et que nous n'agissons pas toujours. Le professionnalisme peut prendre bien des formes. Par exemple, notre tenue vestimentaire est-elle toujours professionnelle au moment de rencontrer les clients, dans le secteur ou dans les bureaux? Nos rapports sont-ils présentés de façon professionnelle et sont-ils clairs, concis et sans erreur? Véhiculons-nous l'image d'un professionnel en tout temps? Si nous voulons gagner la confiance de nos clients et d'autres intervenants de l'industrie de l'évaluation immobilière, nous devons agir comme un vrai professionnel à tous les égards.

Q. En ce qui concerne la façon dont nous sommes perçus, quelle est l'importance de l'initiative de marketing 2008 de l'Institut visant à repositionner l'organisme?

R. Elle est extrêmement importante. Notre objectif consiste à être considéré comme faisant partie du tiers supérieur des professionnels et nous avons pris des mesures importantes pour renforcer cette position. Grâce à notre nouvelle image de marque, à nos annonces placées dans des endroits stratégiques, à notre site Web interactif, aux communications comme la présente revue, aux entrevues données par les administrateurs, aux initiatives d'enseignement et aux forums d'intervenants, nous améliorons notre statut au sein de l'industrie de l'immobilier. Je crois que nous avons fait un réel pas vers l'avant avec les grandes sociétés qui recrutent des diplômés universitaires; cependant, nous avons encore du chemin à faire en ce qui concerne les petites entreprises. La nouvelle génération de membres qui embrassent la profession apportera une aide à cet égard. Toutefois, comme je l'ai dit un peu plus tôt, nos membres doivent appuyer de tels efforts par les mesures personnelles qu'ils prennent. Ils doivent se mettre en valeur en tant que vrais professionnels dans tous les sens du terme et appuyer ce fait par le biais de ce qu'ils font et de la manière dont ils le font.

Q. Pour la conférence annuelle qui s'est déroulée à Victoria en juin dernier, l'ICE a mis en œuvre des frais d'inscription réduits pour les membres stagiaires afin de les encourager à assister à la conférence. Cette initiative a-t-elle été couronnée de succès?

R. D'un point de vue numérique, avec 39 membres stagiaires inscrits, ce fut certainement une réussite. Nous avons organisé un dîner et nous avons encouragé les membres inscrits qui participaient pour la première fois à la conférence à rencontrer les administrateurs de l'ICE pour discuter de leur profession, leur poser des questions ou formuler leurs préoccupations. Dans le cadre d'une enquête menée à la suite de la conférence, les membres stagiaires ont indiqué qu'ils ont grandement apprécié cette occasion de participer à la conférence, en particulier parce qu'elle constituait un moyen d'établir des liens avec d'autres membres de l'Institut et de commencer à forger des liens avec d'autres qui en sont au début de leur carrière, des liens qui pourront être entretenus tout au long de leur carrière. Nous avons également reçu des commentaires positifs au sujet de la première année de notre programme d'enseignement pour les membres stagiaires. Tous ces commentaires démontrent que nous sommes sur la bonne voie. Nous voulons continuer de reconnaître ces nouveaux membres et ce qui importe pour eux. Nous devons communiquer cet objectif à nos membres plus âgés afin qu'ils

> *« Si nous voulons gagner la confiance de nos clients et d'autres intervenants de l'industrie de l'évaluation immobilière, nous devons agir comme un vrai professionnel à tous les égards. »*

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« L'Institut canadien des évaluateurs est un organisme professionnel qui travaille en votre nom, mais tous les membres doivent y participer, à l'échelle interne et externe, pour faire avancer la profession, l'ICE et surtout, la carrière de chaque membre. »

comprennent ce que nous tentons d'accomplir et la façon dont ils peuvent jouer un rôle dans la concrétisation de ce projet.

Q. La gouvernance de l'ICE est une autre question qui a été identifiée et qui mérite qu'on y porte attention. Quel est le plan à cet égard?

R. La gouvernance doit être constamment examinée par tous les organismes et le nôtre ne fait pas exception. Nous devons examiner notre modèle de gouvernance de façon plus proactive afin de déterminer s'il porte fruit. Comment nous assurer que nous offrons des services à nos membres de la manière la plus économique? La structure de nos comités est-elle trop lourde? Une partie de ce processus comprend l'amorce de discussions à ce sujet avec nos organismes affiliés provinciaux. Ce processus signifie aussi la prise en considération de documents de travail sur la gouvernance en vue des révisions anticipées à la *Loi canadienne sur les organisations à but non lucratif* concernant la façon dont les organisations à but non lucratif devraient s'administrer. Cela pourrait certainement être une initiative de base relative à une question très importante qui aura une incidence sur tous les membres et l'ICE à l'échelle nationale tel que nous le connaissons.

Q. Pourriez-vous dire quelques mots au sujet du travail de défense des intérêts des membres effectué par les cadres supérieurs et la direction de l'ICE?

A. Nous cherchons toujours à défendre notre profession et les compétences de nos membres et à nous assurer que nous évoluons afin de répondre aux besoins du marché. Deux fois par année, nous rencontrons les organismes publics et le secteur public afin d'obtenir leurs commentaires sur la façon dont nous pouvons mieux répondre à ces besoins. Ce même processus est entrepris lorsque nous rencontrons des membres du secteur privé par l'entremise de notre Conseil consultatif. De plus, une de nos nouvelles initiatives mises en œuvre au cours de l'année où Sheila Young était présidente fut la tribune pour la collaboration à laquelle ont participé divers organismes d'évaluation ayant des activités au Canada. Nous cherchons toujours à travailler avec des intervenants existants et nouveaux de notre industrie afin d'améliorer la profession et d'accroître ce que les membres de l'ICE peuvent faire.

Q. Compte tenu du grand nombre d'initiatives existantes et nouvelles, quel rôle nos bénévoles jouent-ils et quel est l'état de notre bassin de bénévoles?

R. La majorité des réalisations de l'Institut sont directement attribuables à nos formidables bénévoles. Comparativement à l'année dernière, alors que nous comptions un total de 139 bénévoles, nous possédons maintenant 175 membres bénévoles qui apportent une contribution à divers comités et sous-comités. Ce sont des personnes qui sont animées par une véritable passion pour leur profession et qui participent parce qu'elles sont de vrais professionnels. Par l'entremise d'initiatives telles que le Coin des bénévoles sur notre site Web, les profils des bénévoles publiés dans *Évaluation immobilière au Canada*, et un effort réel pour exercer la gestion des bénévoles en donnant un aperçu de la façon dont nos comités fonctionnent, de la fréquence à laquelle ils se rencontrent et des projets sur lesquels ils travaillent, nous croyons que notre bassin de bénévoles est plus solide que jamais. Nous sommes enchantés de constater qu'un grand nombre de nouvelles personnes se présentent comme bénévoles et nous nous réjouissons du fait que nous avons réussi à trouver des rôles pour presque 50 % d'entre eux. Notre avenir est entre bonnes mains.

Q. Vous avez souligné un certain nombre d'initiatives clés qui seront mises en œuvre au cours de la prochaine année. À titre de président, quel sera votre rôle dans tout cela?

R. Je m'attends à ce que nos administrateurs assument la responsabilité de prendre les meilleures décisions et de veiller à ce que des mesures positives soient prises. Mon rôle consistera à agir à titre de mentor, à faciliter et à modérer afin que le Conseil d'administration puisse prendre les meilleures décisions possibles pour la profession et l'ICE compte tenu des ressources financières et humaines que nous possédons.

Q. En conclusion, avez-vous quelques mots à partager avec vos membres?

R. Prenez votre carrière en charge. L'Institut canadien des évaluateurs est un organisme professionnel qui travaille en votre nom, mais tous les membres doivent y participer, à l'échelle interne et externe, pour faire avancer la profession, l'ICE et surtout, la carrière de chaque membre. Nous devrions nous considérer comme des partenaires au sein de l'ICE, chaque partenaire étant un défenseur de l'ICE et de notre profession. Je crois que nous pouvons accomplir de grandes choses ensemble et que nous en accomplirons.

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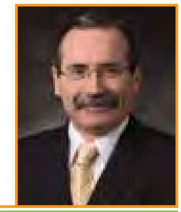
The benefits of membership



Georges Lozano, MPA
AIC Chief Executive Officer

When you joined the Appraisal Institute of Canada (AIC), you did so possibly because you had certain expectations about membership and the benefits associated with it. The fact that you are still members of the Institute would lead one to assume that at least some of those expectations have been met. However, over time, it is easy to forget what the Institute provides its members and how it contributes to the enhancement of your career as a professional appraiser.

I would like to take this opportunity to go over some of the things that the Institute does in fulfilling its role as a professional accrediting body and how these activities benefit the membership and add value to the profession.

As has been mentioned in previous articles, the AIC is a professional association that sets practice and qualification standards. Further, it accredits those members that fulfill its education, experience and other requirements and are deemed to have reached an appropriate level of competency in the field of real property valuation. The Institute's two professional designations – the AACI and the CRA – are recognized nationwide as marks of quality and provide clients and stakeholders with the assurance that its bearers are highly qualified professionals in the field of real property valuation. AIC's designations are the top benefit that the association provides its members. The value of the designations can translate into real career and business opportunities that may be otherwise unavailable to non-designated individuals.

The AIC designations are widely recognized as valuable because they are underpinned by a set of quality standards and a strong professional program leading to designation that includes university level education, mentored applied experience, and final professional examination. Because these designations are so valuable, the Institute puts much of its efforts into maintaining and enhancing their quality on an ongoing basis.

> *"It is easy to forget what the Institute provides its members and how it contributes to the enhancement of your career as a professional appraiser."*

The Institute's standards of professional appraisal practice *(CUSPAP)* are reviewed and updated every two years to ensure that they meet the needs of the profession and its stakeholders. As the profession changes in response to developments in the market, so do the standards. For example, with the advent of international accounting standards in 20 11, the Institute's *Standards* have addressed valuation for financial reporting requirements. These are reflected in the 2010 edition of the *Standards.*

The AIC program of professional studies was significantly enhanced more than 10 years ago when AIC partnered with the University of British Columbia and developed university credit courses that are now a staple of the education program leading to AIC's designations. The Institute, through its Learning Advisory Committee, continues to work with its university partners to further enhance the education program.

An aspect of that education is Continuing Professional Development (CPD), a mandatory program for all designated members of AIC. Over the years, the CPD program has been enhanced with the addition of many new online seminars dealing with a wide range of specialty areas of interest to appraisers. These online offerings make it easier than ever for AIC members to expand their careers and enhance their professionalism.

Another important aspect of a profession is ethics. Over the years, the Institute has refined its code of professional ethics and has worked to promote ethics and professional conduct as the most important element of professionalism. The Institute has also revised its professional practice process significantly to help AIC members perform more competently while protecting the public.

In addition to providing members with professional and technical resources to help them do their work better, the Institute has developed a communications and marketing strategy aimed at promoting AIC members and informing stakeholders, clients and the general public about the wide range of real property valuation and related advisory services that members of the Institute can provide. The communications and marketing activities are ongoing and have started to achieve measurable results including growing interest

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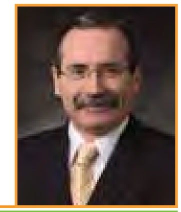

Les avantages de l'adhésion

Georges Lozano, MPA
Chef de la direction

Lorsque vous êtes devenu membre de l'Institut canadien des évaluateurs, vous aviez peut-être des attentes particulières relativement à votre adhésion et aux avantages qui y sont associés. Le fait que vous êtes toujours membre de l'Institut nous permet de croire que certaines de ces attentes se sont concrétisées. Avec le temps, toutefois, il est facile d'oublier ce que l'Institut offre à ses membres et comment il contribue à rehausser votre carrière d'évaluateur professionnel.

Je profite donc de cette occasion pour revoir certaines activités de l'Institut dans le cadre de son rôle comme organisme professionnel d'accréditation, comment les membres peuvent en profiter et la façon dont ces activités ajoutent de la valeur à la profession.

Tel que mentionné dans des articles précédents, l'ICE est une association professionnelle qui établit les normes qui régissent la pratique et les qualifications. De plus, il reconnaît les membres qui répondent à toutes les exigences pédagogiques, en matière d'expérience et autres et qui ont atteint un niveau approprié de compétences dans le domaine de l'évaluation immobilière. L'Institut offre deux titres professionnels : les titres AACI et CRA sont reconnus à l'échelle du pays comme symboles de qualité et offrent l'assurance aux clients et intervenants que ceux qui les reçoivent sont des professionnels hautement qualifiés dans le domaine de l'évaluation immobilière. Les titres de l'ICE sont l'avantage le plus important pour les membres. Leur valeur se traduit en de véritables occasions de carrière et d'affaires qui ne seraient peut-être pas disponibles aux personnes non agréées.

> *« Il est facile d'oublier ce que l'Institut offre à ses membres et comment il contribue à rehausser votre carrière d'évaluateur professionnel. »*

Les titres de l'ICE sont généralement reconnus comme prestigieux étant donné qu'ils prennent appui sur un ensemble de normes de qualité et un solide programme professionnel qui inclut une formation universitaire, une expérience pratique sous la direction d'un mentor et un examen final professionnel. Comme ces titres sont si importants, l'Institut veille régulièrement à maintenir et à améliorer leur qualité.

Les normes régissant la pratique professionnelle de l'Institut (NUPPEC) sont revues et mises à jour tous les deux ans afin d'assurer qu'elles répondent aux besoins de la profession et des intervenants. À mesure que la profession évolue comme résultat des plus récents développements sur le marché, il en est de même pour les normes. Par exemple, avec l'adoption des normes comptables internationales en 2011, les normes de l'Institut ont été modifiées pour refléter les exigences relatives aux évaluations à des fins d'information financière. Les modifications figurent donc dans l'édition 2010 des normes.

Le programme d'études professionnelles de l'ICE a été accru considérablement il y a environ 10 ans lorsque l'ICE a conclu un partenariat avec l'Université de la Colombie-Britannique et élaboré des cours menant à des crédits universitaires qui sont maintenant à la base du programme d'éducation en anglais menant aux titres de l'ICE. Par le biais de son Comité consultatif sur l'apprentissage, l'Institut continue de collaborer avec tous ses partenaires universitaires pour parfaire son programme éducatif.

Une caractéristique de ce programme pédagogique est le perfectionnement professionnel continu, un programme obligatoire pour tous les membres agréés de l'ICE. Au fil des ans, le programme de PPC a été amélioré avec l'ajout de plusieurs séminaires en ligne traitant d'une variété de sujets spécialisés intéressant les évaluateurs. Ces séminaires en ligne facilitent plus que jamais le perfectionnement des carrières et l'amélioration du professionnalisme.

Un autre aspect important de la profession a trait à l'éthique. Au fil des ans, l'Institut a fignolé son code d'éthique professionnelle et s'est efforcé de promouvoir l'éthique et la conduite professionnelle comme étant les éléments les plus importants du professionnalisme. L'Institut a aussi revu de façon importante son processus de pratique professionnelle afin d'aider ses membres à faire preuve d'une compétence sans pareil tout en protégeant le public.

En plus d'offrir aux membres les ressources professionnelles et techniques requises pour faire

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from the media, increased reliance from regulators and policymakers, and heightened demand for highly qualified members of the Institute from employers in the private and public sectors.

In addition to recognition, professional mobility is an important benefit that members can exploit to expand their business horizons. Over the years, the Institute has developed alliances with the profession in other countries and, as a result, AIC designations are recognized and welcomed in a number of them. This provides AIC members with real opportunities to export their service offerings beyond Canadian borders.

In addition to these benefits, the Institute provides members with useful information through its publications and the AIC website. Through these channels, AIC provides professional and technical support and keeps members well-informed about Institute programs and activities. AIC also works closely with its provincial affiliated associations to provide additional benefits in the form of seminars and conferences.

An important benefit to all members of the Institute is the professional liability insurance program which protects members and the public. AIC's self-managed program has been very successful over the years, ensuring that members are guaranteed the liability insurance protection that they require at very affordable prices.

Since the beginning, the Appraisal Institute of Canada has established itself as the leading professional organization that represents real property appraisers across Canada. The Institute has achieved this by fulfilling its role as a self-regulated professional association that serves its members and protects the public through the provision of quality services and benefits. With 4350 members across Canada, AIC is the leading appraisal organization in Canada and works tirelessly to maintain that position by providing its members with high quality standards and designations that are recognized both nationally and internationally.

In the years ahead, the Institute will further enhance its services and benefits to members with the aim of ensuring that they are better qualified still, more diversified, achieve higher levels of recognition and are well-prepared to meet the ongoing challenges in the marketplace and turn them into career and business opportunities. In this respect, AIC is working to improve benefits to existing members, but also to pave the way for the next generation of appraisers and future members of the Institute.

RAPPORT **du Chef de la direction** *continu*

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un meilleur travail, l'Institut a élaboré une stratégie de communication et de marketing visant à promouvoir les membres et à tenir les intervenants, clients et le grand public au courant de la grande variété de services en évaluation et en consultation immobilières qu'offrent les membres de l'Institut. Les activités en matière de communication et de marketing sont permanentes et ont commencé à produire des résultats concrets, y compris un intérêt médiatique accru, une fiabilité sans pareil de la part des régies et décideurs et une demande à la hausse pour les membres hautement qualifiés de l'Institut de la part d'employeurs dans les secteurs public et privé.

En plus de la reconnaissance, la mobilité professionnelle est un avantage important que les membres peuvent exploiter afin de repousser leurs horizons de carrière. Au cours de son histoire, l'Institut a créé des alliances avec la profession dans d'autres pays et, comme résultat, plusieurs de ces pays reconnaissent et accueillent favorablement les titres de l'ICE. Cette mesure offre aux membres de l'ICE de véritables occasions de travailler au delà des frontières du Canada.

En plus de ces avantages, l'Institut transmet aux membres de l'information utile via ses publications et son site Web. Grâce à ces outils, l'ICE offre un soutien technique et professionnel et tient les membres au courant de ses programmes et activités. L'ICE travaille également en étroite collaboration avec ses associations provinciales affiliées, ce qui vient ajouter d'autres avantages sous forme de séminaires et conférences.

Un autre avantage important pour tous les membres de l'Institut est le programme d'assurance responsabilité professionnelle qui protège à la fois les membres et le public. Ce programme autogéré de l'ICE a connu un retentissant succès, et garantit aux membres la protection en matière d'assurance responsabilité dont ils ont besoin et à bon prix.

Depuis ses débuts, l'Institut canadien des évaluateurs s'est taillé une place comme organisation professionnelle de choix qui représente les évaluateurs immobiliers à l'échelle du pays. Nous sommes parvenus à cette fin en nous acquittant de notre rôle d'association professionnelle autogérée au service de ses membres tout en protégeant le public par le biais de services et d'avantages de qualité. Comptant 4 350 membres dans tous les coins du pays, l'ICE est toujours l'organisation de choix en matière d'évaluation au Canada et travaille sans relâche pour maintenir cette position en offrant à ses membres des normes et des titres de qualité élevée qui sont reconnus aux paliers national et international.

Au cours des années à venir, l'Institut continuera d'améliorer les services et les avantages qu'il offre à ses membres avec, comme objectif, d'assurer que nous soyons encore plus qualifiés, plus diversifiés et que nous soyons davantage reconnus et préparés à relever les défis du marché qui pourront être transformés en de véritables occasions d'affaires. À cette fin, l'ICE s'efforce non seulement d'améliorer les avantages offerts aux membres existants mais trace aussi la voie de la prochaine génération d'évaluateurs et donc de ses futurs membres.

ANNUAL CONFERENCE OF THE APPRAISAL INSTITUTE OF CANADA

MONCTON, NEW BRUNSWICK, DELTA BEAUSÉJOUR HOTEL, JUNE 8-11, 2010

Join Conference Chair, Mathieu Maillet, AACI, and the Organizing Committee members in June 2011 for AIC's annual conference in Moncton, New Brunswick at the Delta Beauséjour Hotel. The conference opens with a welcome reception on Wednesday, June 8. The educational and social programs begin on Thursday, June 9 with our opening ceremonies and end on June 11 with our President's Banquet.

The conference theme *Changing Tides – Brighter Horizons* provides a strong foundation for a stimulating and interactive program. Our keynote speaker Martin Latulippe, Certified Speaking Professional (CSP), is a four times best-selling author and highly-acclaimed inspirational and transformational speaker in the field of human potential and leadership. In a highly entertaining presentation, Martin will begin the conference by sharing the best entrepreneurial strategies and attitudes to deal with an ever-evolving profession (changing tides) by awakening our creativity and human potential as valued professionals within the business community.

The conference will focus on the future of our profession and new avenues of consulting and career development for our members. Our 2011 Organizing Committee is working hard to bring you a varied educational content with a definite local flavour and these are some of the ideas they are exploring:

- interactive sessions, guided tours and an off-site fun night 'by the sea' – all definite crowd favourites on our 2011 conference program;
- plenary and concurrent sessions on topics identified in the 2010 post-conference evaluation by members;
- we are exploring the idea of hosting a concurrent Candidate education stream focussing on the preparation of the guided case study, AIC designation examination and professional competency interview; and
- National Youth Network initiative and succession planning.

Mark the dates on your calendar. Visit the conference website at:
http://aic2011.aicanada.ca
For further information, please contact AIC's Conference & Meetings Planner, Marie-Louise Doyle at *maried@aicanada.ca*

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Sandra Cawley makes her case

(Editor's note: The Saxton/Village of Whistler case referenced in this article is currently under appeal.)

When the BC Supreme Court awarded Andrew Saxton Jr. $1.3 million for the expropriation of his family's land 23 years ago, the judge based her decision largely on evidence provided by appraisers. One of those appraisers was **Sandra Cawley, AACI,** of Burgess Cawley Sullivan & Associates.

"I came in later in the process," notes Cawley, who testified on behalf of the plaintiff, Andrew Saxton Jr. Two other appraisers had been working on the case for several years leading up to the trial date scheduled for 2008. Then, a federal election was called. With Saxton, a Member of Parliament, preparing to run for re-election, the trial was rescheduled for October 2009. Cawley became involved in May of that year.

The case concerned a 108-acre parcel of land on Alta Lake that had been purchased in 1970 by Saxton's mother Joan. In 1987, the Resort Municipality of Whistler (RMOW) expropriated the land for $367,000. Joan Saxton subsequently undertook legal action to regain ownership but, despite a lengthy court battle, her bid was unsuccessful. The family decided to sue for greater compensation, arguing that RMOW had not paid market value for the property.

One of the initial arguments by one appraiser working on behalf of the plaintiff was to focus on the commercial value, particularly as it pertained to the waterfront portion. This portion of the property had once housed Rainbow Lodge, a facility that first opened in 1914 as a 'destination resort' and was primarily a fishing and weekend retreat on Alta Lake by the railway line. The Lodge expanded between 1914 and the 1940s and was reportedly known as the most popular resort west of Banff and Jasper. "It was also one of the first places in Whistler to develop," notes Cawley.

However, because the main lodge burned down and was never rebuilt, Whistler's legal team argued that the land was no longer zoned for that purpose. There was considerable evidence from RMOW public documents that this property was deemed to be a primary target for park and recreational uses, given its sandy beach and attractive views of Blackcomb and Whistler in proximity to the Village. The site offers the nicest beach in the Whistler area, the warmest swimming lake, and great views of Whistler and Blackcomb.

Although one of the initial arguments was that a portion of the property had inherent commercial value, given that this type of use had been in place prior to the main lodge burning down, Cawley's report focused on determining an appropriate value for its zoning in 1987. This zoning, RR-1 (Rural Resource 1), only allowed large acreage single-family properties, in addition to church, institutional, park agricultural, hostel uses, etc.

The challenge in valuing the property was to consider the different topography, soil conditions, environmental considerations, servicing, access, rail crossings and location, together with finding good comparables to reflect these characteristics within a reasonable time frame from date of valuation. Proving the case involved extensive research, including going back in time to dig through legal sale documentation and records. Dealing with a retrospective appraisal that is so dated requires tracking transactions where the legal title has changed over time due to assembly and development. In fact, both the plaintiff and the defense spent considerable time examining historical data. When Cawley became involved in the case, she was able to benefit from what was already a great wealth of information. Nevertheless, there were still significant challenges to researching sales in terms of contacting purchasers involved in the deals at that time.

Cawley adds that putting together data that went back to 1987 was very time consuming. She went to Whistler three times to walk the subject and comparable sites considered to be the best comparables. "When you get into court work, I find you really have to understand the information from a legal perspective," she says.

But, the integrity of the appraisal process is equally important. The challenge in the Saxton/Village of Whistler case was that there were few

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100-acre parcels of land that had sold in the area. Some equivalent properties had sold three, five and 10 years before, while others had sold three, five or 10 years after. Consequently, she had to use some comparables that were after the fact to support trends and others that significantly preceded the situation at hand. Many sites that sold around that time were purchased by RMOW for park or other purposes and several were under foreclosure or were non-arm's length. It was challenging to determine the validity of these transactions.

"I would rather use good comparables and adjust for time than comparables that sold around 1987, but were totally irrelevant," explains Cawley, noting that some of the comparables used by the city's defense team were half-acre lots that were expropriated around 1987.

Going back and trying to piece together large properties that had either been assembled or carved from larger properties meant tracking down old archival maps to determine names, legal addresses and titles. She recalls having her team search extensively through the land registry system, sorting through what had happened to the land over the years. Research on one particular property – the north end of Green Lake – proved to be especially challenging. Since 1989, the land had been passed through multiple owners, most of whom Cawley's team was able to locate. Another property involved multiple transactions and land swaps, forming part of what eventually became a golf course community.

If such painstaking work seems extreme, the appraiser insists it is vital. "In court, particularly during cross-examination, lawyers try to challenge the validity of your data," she explains. "It is important that your data be as accurate and relevant as it can be and that you demonstrate clearly how you arrived at your conclusion. If the data is discredited, then your argument falls apart."

She credits her team for the initial 'digging' to search out sales and confirm data through Land Titles and legal site plans. However, it is critical for the appraiser who is going to court to undertake the inspections, and to speak with the purchasers, agents and all those involved with the sale and the market at that time to ascertain qualitative and quantitative adjustments, in order to provide and support the opinion that is put forth in the appraisal.

This is but one of the many lessons Cawley has learned during her nearly 30 years in the profession. She notes that, generally, litigation is settled just prior to trial. Whether the project involves rental arbitrations or large expropriations, such as the Sea-to-Sky Highway, the parties often settle on the court house steps. Nevertheless, Cawley has to prepare all reports and information as if she were going to court.

Although Cawley now spends more time in the management and consulting side of the appraisal business, she plays a key role in the valuations undertaken by appraisers at Burgess Cawley Sullivan by reviewing reports and maintaining a strong relationship with many key participants in the marketplace. Cawley is active in most sectors of the market for valuation, including shopping centres, office developments, industrial properties, hotels, mixed use properties, major subdivisions, Master Planned Communities, rental apartment buildings and new project development. In her practice, Cawley is also involved in development consulting and has been an expert witness for rental lease arbitrations and other legal matters. Many of her assignments take her to communities throughout BC, and sometimes she has consulted for clients in other parts of Canada.

Currently, she is working on a 400-acre parcel of land on Vancouver Island and a large Vancouver-area multi-phase 7.5 million-square foot project with a 15- to 20-year build-out. "We have had considerable experience with projects that involve a variety of proposed building types for a long-term build-out," says Cawley. "There are so many variables to consider, including historical absorption, pending supply, price point, product type, changing market dynamics, etc., which all contribute to value."

Since starting in the profession in 1981, after graduating from UBC with a degree in Urban Land Economics, Cawley has been exclusively involved in commercial work. She obtained her AACI in 1987 and became a partner shortly thereafter.

Describing herself as analytical and detail-oriented, Cawley has found the appraisal profession to be a good fit for her personality. She enjoys the variety of her work, especially as the scope has continued to evolve over the years. "When I started, there was the opportunity to work in so many different areas that I got a good background in every sector," she notes. "I try to train all the upcoming appraisers here in the office to have a broad scope of experience. If they want to specialize afterwards, that is great. But, I think you have to understand the market from every angle first."

This approach has certainly been a successful one for Cawley. With anywhere from 40 to 50 projects on the go at any one time, she continues to enjoy a broad and prolific portfolio. Of course, she is no longer as actively involved with each project as when she was a junior appraiser. But, when litigation work arises, she gravitates to her roots in digging deep to source the data for a strong argument. After all these years, she still finds the work as interesting and exciting as ever.

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Mark Turner knows the value of a mandatory BBRE

When **Mark Turner, AACI**, was hired by Turner Drake and Partners Ltd. after completing his Bachelor of Commerce from St. Mary's University in 1999, he immediately plunged right back into his studies. In 2005, he was granted a Diploma in Urban Land Economics (DULE) from the University of British Columbia (UBC), attaining his AACI designation from the AIC the following year. Then, in 2009, he graduated with a Bachelor of Business in Real Estate (BBRE).

One might be forgiven for thinking that this is one unusually ambitious young appraiser. But Mark Turner is no anomaly at Turner Drake. The company sees education as the key to providing outstanding real estate services to the business community, something it has been doing in Atlantic Canada since 1976. Over the years, as service expanded to include Ontario and select clients across Canada, the United States and the United Kingdom, Turner Drake's education and training program has also evolved into a sophisticated, coordinated strategy.

"We hire people who graduate with at least a B+ average from a commerce degree program," says Michael Turner, P. App, President of Turner Drake. A former instructor of Principles of Real Estate Finance at St. Mary's University, he is a firm advocate of lifelong learning.

Initially, new hires were required to complete UBC's three-year DULE program. Then, six years ago, when the university expanded DULE into BBRE, the degree became the new standard. "It is a requirement for people who join us that they take the entire program," explains Michael. "We fund them to do so."

Besides paying the enrollment fees, Turner Drake gives employees a salary increase every time they pass a course. This extends to employees, like Mark Turner, who have completed the DULE and decided to pursue a BBRE as well. Additional bonuses are given for those who achieve the highest mark countrywide in their course.

Mark has won this 'Egg Head Award' many times. Not that the process has always been easy. "When I started the DULE, it was my first time taking distance courses," he recalls. "It was a lot harder than I thought it would be. I couldn't just lean over and compare notes with the next person like I could at St. Mary's."

Challenging as it may be, the experience is invaluable, both to the trainee and the company. The university courses are part of a three-pronged approach to education that also includes 24 training modules comprising 393 hours of study and six years of structured on-the-job training. Throughout the entire process, each trainee is cycled through the five areas of Turner Drake's consulting services: valuation and appraisal; property tax; counseling (expropriation, feasibility studies, portfolio and asset analysis); Lasercad™ space measurement; and, economic analysis.

The company choreographs the training modules and the on-the-job training to coordinate with the courses in the BBRE program. "The way this is structured goes a long way to helping you with learning on the job," says Mark Turner.

For instance, Turner Drake starts trainees with entry level property inspections to coincide with the UBC residential and commercial construction course. "When you see an open web steel joist in a warehouse, you say to yourself 'so that is what it looks like,' because

"The company sees education as the key to providing outstanding real estate services to the business community."

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you recently saw it in a textbook diagram," continues Mark, noting that, later, the study of more advanced topics such as the impact of contaminants is useful when advising clients. "You can really draw on the examples from your courses."

Adds Mike Turner: "The ultimate benefit is to clients." But, he points out that the mandatory BBRE requirement is useful for Turner Drake as well. Interviewees for professional positions at the company become 'self-selecting.' When prospective employees are informed that they will be required to pursue six years of intense study, it is fairly easy to see from their reactions which individuals are the most ambitious.

"We are looking for people who are ambitious and bright, and who realize that a commerce degree gets you a job, but does not get you a career," says Mike Turner. "We need a lot more than that."

Consequently, Turner Drake requires its trainees to complete all the courses for the BBRE, as well as the additional courses necessary to attain their AACI designation. Although they are eligible for the UBC/AIC Post-Graduate Certificate in Real Property Valuation, the company requires the trainee to redo some of the courses they have previously taken during their commerce degree program. "We do not allow them to get exemptions," confirms Mike Turner. "They have to redo that course because, when they took it three or four years before, they did not see the relevance of it. When they take it at UBC, they are applying it all the time."

The result is a complement of highly trained professional employees. "Someone who has been with us for two years knows a huge amount," says Mike Turner. "Clients are really impressed." He notes that this high level of education and training has a direct impact on the company's ability to attract and retain clients.

Combined with Turner Drake's rotating, on-the-job training program, the BBRE also equips all professional employees to work in any of the company's five consulting specialties. Mark Turner, for instance, performs the bulk of his work in the property tax field, but also fulfills the role of vice-president, marketing for the Lasercad™ division, bringing in work and supervising the staff.

He undertook these duties while finishing his BBRE courses, some of which demanded 30 hours per week of his time. After recently completing the degree, Mark admits he feels a little restless now that he no longer has to hit the books after dinner. Not that he has finished studying. He knows it will not be long before he takes another course and completes yet another step on the path of lifelong learning.

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The power of Positive Networking®

At the Appraisal Institute of Canada's (AIC's) recent *Green and Global in the Garden City* conference in Victoria, British Columbia, delegates gave top marks to Darcy Rezac's session on *Interpersonal Communication and Effective Networking Skills*.

Talking to strangers boosts your business, said networking expert Darcy Rezac, author of *Work the Pond!* and creator of Positive Networking®. "Random connections are among the most important connections you will ever have."

Talking to people you do not know in theatre lineups, on airplanes, and at conferences leads to networks. "Remember, when you shake hands with somebody, you are one handshake away from their whole network," said Rezac. The fundamental, most powerful secret is to give yourself and everyone you come in contact with permission to network.

Strategic networking is the single biggest challenge for emerging leaders. Referring to the universal fear of talking to strangers as "networking nervosis," Rezac said, "Do not feel guilty that you feel a little uncomfortable with it." He noted that most people's blood pressure rises by 15% when they talk to someone they do not know.

"Finding a contact and wrestling the unwitting victim to the ground to get new business" works in sales, said Rezac. Such transactional networking includes handing out brochures at a trade show and giving the elevator pitch.

Positive Networking is different: it is powerful; it is not about you, but about other people, said Rezac. Talk to a stranger, build a relationship with them, gain their trust, and they will do business with you.

You and that stranger likely have more in common than you think and research proves it, said Rezac. He referred to Watts and Strogatz's small-world theory, otherwise known as six degrees of separation, and Mark Granovetter's 1973 paper, *The Strength of Weak Ties*.

Finding jobs by networking is not done through friends and family – 84% of jobs are found through relatively unknown connections. "It is not who you know, it is who you vaguely know," said Rezac.

Rezac related a story of how he gave his business card to a man seated beside him on a plane trip to Kuala Lumpur. The man, who was reading Peter Newman's *Titans*, said, "This is amazing. I

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just read about you in this book." Only four lines in the 700-page book mention Rezac – and the man read those four lines moments before they met.

In his book *Bowling Alone*, Robert Putnam states that going to a group activity just once a month reduces the chances of dying in the next year by 50%. Author Malcolm Gladwell reports that people in well-connected communities live longer and have fewer heart attacks. While money is important to well-being, said Rezak, once you have enough of it, social connections become more important.

In part due to electronic media, the number of hours per day of human interaction fell from six hours in 1987 to two hours in 2007. While Facebook is an excellent tool for maintaining networks, it cannot replace the magic that only comes with face-to-face contact, said Rezac. He recommended Shane Gibson and Stephen Jagger's book *Sociable,* which looks at social networking media.

Rezac provided a seven-step N.E.T.W.O.R.K. process to overcome networking nervosis:

- **Never leave home without business cards.** Stash them everywhere. Make the font big. Give one out when you first meet someone, and ask for theirs. Write down how you met that person on the back of their card. Scan their card using *www.cardscan.com* and keep it. One day it might be just what you need.
- **Establish, extend, exchange, engage**. Emotional Intelligence author Daniel Goleman says the human body is hardwired to connect with others. When you meet someone new, make eye contact and smile. Focus on them. Exchange cards and then shake hands.
- **Travel in pairs.** This allows you and your friend to support each other. If you are at a table rather than a little group, your colleague can rescue you. Use glowing introductions, such as "She is one of the most intelligent people you will ever meet."
- **Work the pond.** Set a goal. Rescue the wallflowers and open the circle. Introduce hangers-on to somebody else.

Do not eat while networking. If you will be seated at a table, get there early and sit with

"The fundamental, most powerful secret is to give yourself and everyone you come in contact with permission to network."

people you do not know. Give everyone your card and reap the power of Positive Networking: 56 cards exchanged at a table of eight connect you to 56 networks. "Take the process and hone it so that you get the conversation going toward business," said Rezac.

Identify yourself to hundreds of people at once by standing up to ask a question at the end of a conference session. Give your name, company, and office location, and then ask a short question.

- **Opportunities present themselves.** "When opportunities come your way, try and say yes," said Rezac. Go to Toastmasters meetings, community events, chapter meetings, chambers of commerce, your kids' soccer games – and take your business cards. "Remember that most people suffer from networking nervosis, and the best way out of that is practice, practice, practice."

In a networking situation, answer the question about your profession with plain language in 21 seconds or less, said Rezac. "Describe what you do in a way that the person can explain it to their 80-year-old grandmother." Make your answer interesting, jump-start the next question, and include personal, corporate, and community branding.

Rezac described a recent networking situation in Whistler, British Columbia in which he told a group of lawyers about the Bata shoe company's mission statement: "to shoe the world." The lawyers said they had to rush back to the office and change their mission statement to "Let's sue the world."

- **Repeat, repeat, repeat your networking efforts.** Overcoming networking nervosis requires networking practice. In conversation, focus on the other person, use his or her name, listen actively, and ask questions. Reinforce that you know the name by using it three times in one conversation. Read newspapers so you have something to talk about.
- **Keep it going.** Read, listen, and share your knowledge. Make the effort to participate and contribute.

Follow up on new networks. Ask, "Would you mind if I get in touch with you?" Set up another meeting. If you see a photo of a new contact in the paper, get in touch. The best way to follow up is to go to another event where a new contact will be and reintroduce yourself.

Rezac told participants not to be too tough on themselves, noting they do not have to follow up with everyone they meet.

Rezac relayed several Positive Networking secrets to participants:

- You must kiss a lot of frogs to meet a prince.
- It is not all about you; it is about your new contact.
- Introduce yourself by name.
- Treat everyone as equals.
- Learn the power of questions.
- Be there and know something.
- Give everyone the password, which is permission – permission to network.

Rezac encouraged participants to try Positive Networking during the conference. He gave them a 100% guarantee that, if they did not attend any events, they would meet no one new and nothing would come from the conference. He recommended his website, *www.workthepond.com*.

Asked what students should do to launch their careers, Rezac suggested they join a chamber of commerce or a professional association, and attend events.

Rezac listed some networking faux pas including an elevator pitch at a social event, BlackBerry devices, and, he joked, "not introducing your wife." When asked for an alternative to the handshake, Rezac said, "It has not been developed yet."

Rezac asked participants to repeat a chant: "I give myself permission to network."

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By Mark R. Frederick, LL.B., Miller Thomson LLP

Cyber crime, liability and the appraiser

In our British legal system, Canadian courts are fond to say that the law is always growing and expanding to deal with new conditions. Law expands to meet needs, and may be derived by act of Parliament or by reference to the principles of common law that allow judges to impose civil standards upon events or situations that present themselves. A good example of this comes from automobile law – unknown over the last century, but now possessing volumes of law and jurisprudence, both statutory and common law dealing with the operation of motor vehicles and the legal situations that they present.

In this legal note, we review the subject of cyber law and how it affects the appraiser. Certainly, 100 years ago there were not computers as we know them. But, they are with us today and they radically change the way in which we collect and distribute information.

This electronic age has spawned an entire new approach to law arising out of the compiling and storage of electronic information. The revolution of commerce that we have entered into through the internet, and the revolution that will continue as the internet grows more and more receptive to commerce means that law and standards involving internet commerce will also continue to grow.

When you think about it, our engagement in a simple credit card transaction conveys thousands of bits of information concerning ourselves, our businesses, our spouses, where we like to go, what we like to eat, which airline we use. An appraisal report also conveys information not generally available in public. Confidential information can provide the tools by which marketers focus their efforts upon markets most likely to be susceptible to their desire to sell.

The freedom of transacting electronically, however, also comes with a burden – the burden to protect information provided to you in confidence, i.e., banking information, valuation information, your own opinions and work. Already, your appraisal standards speak to the need for the appraiser to keep his work confidential and recognize within it proprietary rights of the purchaser of those reports. But, recent changes to the law arising out of Alberta in the *Personal Information Protection Act,* soon to be duplicated in the other English-speaking provinces, will impose liability on appraisers who do not take sufficient effort to protect their clients' data and require clients to be notified of breaches of security, etc.

How can appraisers be subjected to liability? First, we must change our thinking that the little electronic box on our desks is ours and ours alone. Hacking, mining and stealing information is now a major source of crime in Canada. Our defence to that crime depends on what sort of steps we take to protect our work in our offices, in our homes and elsewhere, particularly when it is on our computer.

Second, we must realize that appraisers acquire several types of personal information that they must keep privy to themselves – valuations on property, sales data, banking details on cheques or payments received,

> *"We must change our thinking that the little electronic box on our desks is ours and ours alone."*

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property plans, expropriation information, etc.

Some of the common cyber crimes of today include:

Cyber-extortion – accessing your database and extorting money from you:

– demanding money or value in exchange for not harming your or other systems;

– a 2004 Carnagie study indicated that 17% of small- and medium-size business had been subjected to extortion of this nature;

– the most common form – denial of service – DOS attack – takes you out of the loop or web if you do not comply;

– also, it can be done by flooding you with spam so that your own server is overwhelmed and you are effectively shut down;

– there are huge costs involved in resetting the system and clearing it of junk, e.g., a Quebec teen called 'Mafia Boy' caused billions of dollars of damage with a single attack on a server engine in 2000; and

– it is common to personal blackmail and general extortion.

Fraud crime – gaining access to your system and using your file information for improper purposes:

– credit card and banking related;

– espionage on your clients;

– access to security codes or other personal details; and

– dual-life scenario – creating the alternate you to make use of your credit card number.

Like most crimes, the cure – having to shut down and correct the problem – is often worse than prevention that could have been undertaken.

Cyber-vandalism – gaining access to your computer for destructive purposes:

> *"The appraiser is well-advised to consult a computer system specialist to take advantage of the best security system and protocols."*

– uploading destructive viruses, worms, programs into a system;

– hacker 'proof' and tagging;

– crashing systems under deluge;

– cancelling orders/services;

– sending out false emails; and

– former employees 'getting even' and breaching your system.

Identity theft:

– Two aspects:

  – personal – your own (typically your credit card); and

  – corporate – the identity of your company – theft of letterhead, etc. through electronic documents you send out.

– Average cost of this crime over $3 billion per year in US.

Cyber accident – where you lose information on account of problems with your system:

– unauthorized program put into your system;

– lightning, flood, fire destroying your system or releasing data;

– employee action destroying or releasing data;

– mistaken delivery of information;

– mistaken data entry;

– failure to back up; and

– equipment issues – systems that crash or do not work.

What should the appraiser consider in avoiding liability?

- *Systems procurement* – ensure that you have a system that is up to date and can resist hackers or accidents.
- *Systems maintenance* – having a good system is only as good as the effort you take in maintaining it.
- *Firewall/gatekeeping* – you must take steps to ensure that your firewalls – electronic programs that keep outsiders out are up to date and can work.
- *Obsolescence* – ensure your computer is current enough to support proper safeguards.
- *Keeping up with other systems* – if you are communicating with other systems, ensure that your system remains safe and that your security protocols are well-set and defined.

Cyber liability is the 'next' significant liability issue. How you deal with it will make the difference in your avoiding this liability entirely. The appraiser is well-advised to consult a computer system specialist to take advantage of the best security system and protocols. Appraisers should always keep in mind the need to obtain appropriate permission and consents before disclosing work material to third parties.

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By Beverley Girvan, AACI
Chair, Marketing and Communications Committee

Contact with the media

Be careful what you wish for! Under the guidance and direction provided by the Marketing and Communications Committee, the goal for the Appraisal Institute of Canada (AIC) and all members of AIC is to be recognized as the preeminent valuation organization in Canada. How do we know we are achieving our goal? There are various measurements including media requests to our AIC office and provincial affiliates.

Being recognized as the professional 'go to' organization for valuation issues is exactly where we want to be. Across the country, we are gaining traction and receiving an increasing number of calls. I am also pleased to report it is at a rate significantly higher than in prior years. Media contacts previously went elsewhere until the efforts of our ongoing marketing program and advertising campaign began to raise the profile of our organization and our designations. Increasingly, when real estate is the focus, AIC is receiving the call – representing a change from previous patterns when a realtor may have been contacted as the authority. That is good news.

Further good news is that we have a team of members who have been trained to act as spokespersons when called upon by AIC on behalf of our profession. As a member of the AIC profession, you are just a phone call away from being the key representative for our entire profession. So, when you get the call, and you may, how will you react?

While it would be wonderful to think we are all suave enough to answer the question the 'jury' disguised as the media has thrown at you. Are you ready?

Being interviewed by the media can be likened to being an expert witness in a courtroom. As with the courtroom, work knowledge and preparation are key. The knowledge part we have nailed. On valuation and real estate subject matters, we are the ones in the room with the answer. Our expertise is the reason we have been contacted in the first place.

Regardless of the media outlet that has made the call, you can always buy time before responding. While the media certainly has specific deadlines, there is always an opportunity to get yourself organized and ensure that the interview is on your terms.

Once you have stated your willingness to participate and be the source for the article, news piece or segment, you simply set a specific time to conduct the interview. Various media outlets have a range of deadline requirements. Typically, print media has more liberal time constraints than the 6 o'clock news. So, while you may not have days or even hours to compose yourself, you can carve out a few minutes.

In the moments after you have taken your first call, you should be calling AIC's national Director of Marketing & Communications, Joanne Charlebois. She can be reached at (613) 234-6533 x 224 or (613) 791-5814 (cell). She will make your call her first priority and provide you the tools you need with the key phraseology and consistent messaging to best represent yourself and our profession. She will also give you tips that will put you at ease in a hurry and give you the appropriate confidence that will result in a more polished interview.

So, while the prospect of putting yourself out there might be daunting, the ability to comfortably speak publicly and allow your knowledge to shine is a valuable skill.

Getting 'the call' is a privilege and is to be seized. It is an opportunity provided to you and your profession. In recent years, I was interviewed by a host of a national television program. This was a filmed event and, while I was informed in advance of the interview's focus, I had no idea what the questions posed would be. The host wanted to keep the dialogue 'fresh,' and did not want it to appear rehearsed. Good on paper, but hard on the interviewee.

In that experience, the interview was conducted and filmed, however, the result, in my opinion, was less than impressive and certainly not informative. I assumed the interviewee, director and everyone else on the set was similarly unimpressed. However, no one took any action, so I expressed my opinion that the quality could be improved and another take was done with more positive results. This is an example of how, as a participant, you have the ability to give input in the process and, to a degree, control the results. Everyone is looking for the same outcome, a quality product.

Our AIC team of respondents to media requests is growing, with media training being held for our members in conjunction with the national conference and at chapter or provincial affiliate events over the past several years. It is mandatory for the Board to participate in this training and, as well, many of the provincial presidents have participated in the sessions as well.

As media opportunities are being created, we welcome all who are interested in joining the team to help put AIC on the media map.

Marketing & Communications Committee

Beverley Girvan, AACI – Chair
Joanne Hayes, AACI
Kathleen Ellis, AACI
Lora Wylie, CRA
Laura Kemp, Candidate
David Babineau, AACI, Fellow
To contact this committee, email:
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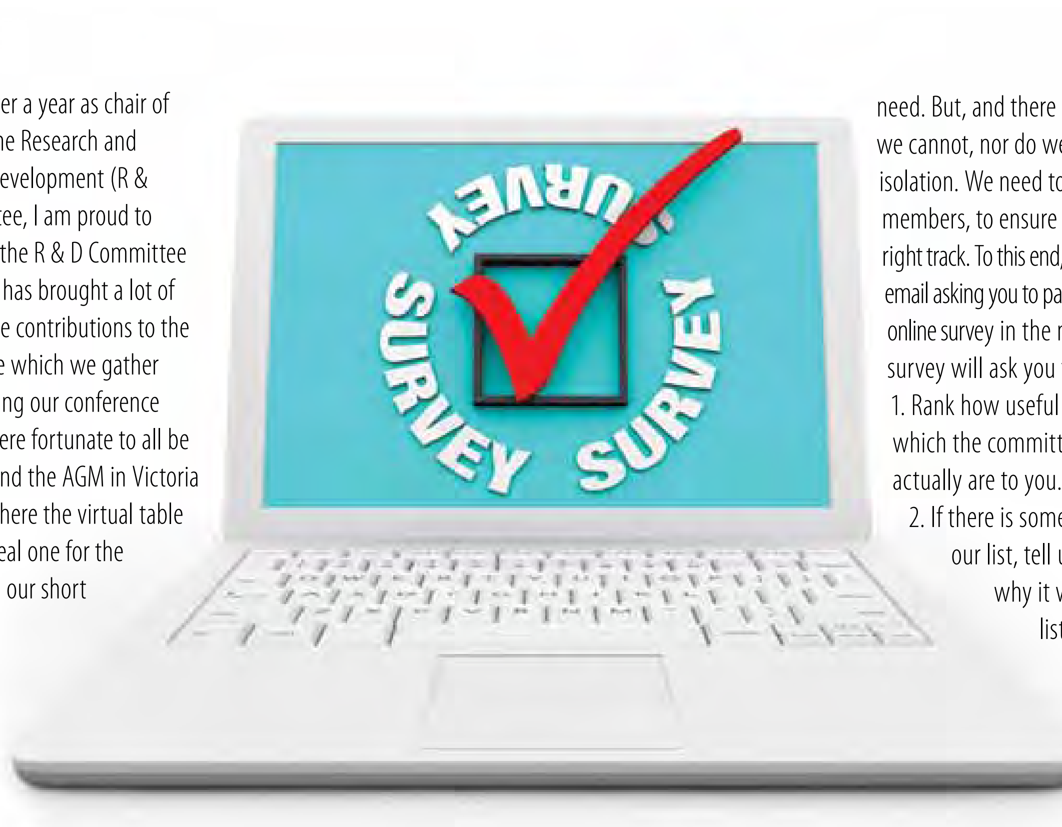
By Carole Cowper, AACI
Chair, Research & Development Committee

R&D focuses on timely topics

After a year as chair of the Research and Development (R & D) Committee, I am proud to report that the R & D Committee collectively has brought a lot of very positive contributions to the virtual table which we gather around during our conference calls. We were fortunate to all be able to attend the AGM in Victoria this year, where the virtual table became a real one for the first time in our short existence.



Our committee goal is twofold: first, to provide you with useful information which will help support you and improve your services; and second, to raise the profile of the Appraisal Institute of Canada (AIC) and its members in Canada and worldwide. We consider both to be equally important.

Our focus so far has been on the topics which are current and which we feel lack clear direction as they apply to Canadian real estate. These include, but are not limited to:

> *"We are asking for your guidance to ensure that we support you."*

- providing guidance on sustainable/green buildings,
- enhancing RENOVA,
- improving the adjustment processes, and
- looking at energy efficiency and value.

We have also met or initiated contact with several organizations with a view to encouraging more cross-consultation/participation and developing partnership opportunities. This is important because not only does it maximize our resources, but it adds credibility to the research/studies which will be commissioned and published.

In Victoria, we had the opportunity to meet with representatives from the Investigating and the Marketing and Communications committees. They brought some great insight to our discussions and helped us to ensure that we were on track to provide what the members need. But, and there always is a 'but,' we cannot, nor do we want, to work in isolation. We need to hear from you, the members, to ensure that we are on the right track. To this end, you will receive an email asking you to participate in a short online survey in the next 4-6 weeks. This survey will ask you to do two things:

1. Rank how useful you feel the topics which the committee has identified actually are to you.
2. If there is something missing from our list, tell us what it is and why it would meet the goal listed in the second paragraph of this article.

So, please start thinking about this and participate in the survey when you receive the email; we have a very active group on our committee and we are asking for your guidance to ensure that we support you.

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CRA – Scope Creep

The Standards Committee has been asked to provide comments on what is being referred to as Scope Creep, i.e., CRAs signing reports outside their scope of practice. Please note that this is not a response to recent events regarding the CRA designation. This is a situation which has existed for as long as the CRA designation has existed. It is the source of many complaints and must be addressed because it is becoming very wide spread. This article may result in feedback to the Standards Committee and we will respond accordingly or pass your comments and concerns on to another committee or the Board of Directors, if deemed appropriate. We have taken a Q & A approach to this article.

First, here are the relevant sections of the *Standards* which set the parameters for the types of reports a CRA can sign. Per *CUSPAP 2010:*

- *5.5.2 It is unethical for CRA members to use that designation except in connection with the appraisal, review or consulting on individual undeveloped residential dwelling sites and of dwellings containing not more than four (4) self-contained family housing units; [see 12.35]*
- *5.5.3 It is unethical for CRA members to sign appraisal, review or consulting reports on properties other than those referred to above, unless the report is co-signed by an AACI;*
- *12.35.1 In determining limits placed on a CRA member in undertaking an assignment, the test lies in the highest and best use - actual or assumed - of the property being appraised.*

The fact is, we receive many questions or challenges with respect to what should be fairly black and white interpretations. Examples of common questions:

Q: If you can appraise a four-plex building, why not an undeveloped parcel of land which can be subdivided into four individual building lots, i.e., its highest and best use is for subdivision.

A: In this case, the answer is NO because the *Standards* say you cannot. The interpretation of 5.5.2 is clear in that it says *"individual undeveloped residential dwelling sites. . .;"* not land with subdivision potential.

Q: If you can appraise a four-plex, can you appraise a lot that can be developed with a four-plex?

A: In this case, YES. Continuing with 5.5.2: *"individual undeveloped residential dwelling sites and of dwellings containing not more than four (4) self-contained family housing units."* In this case, the key is the use of the word "and." The interpretation is that the individual undeveloped site will contain one structure with not more than four units.

Q: What about a four-plex with one unit having an in-law suite?

A: The test here is how many self-contained family housing units exist. Is an in-law suite a self contained family unit? If the interpretation is yes and it results in a fifth unit, you cannot sign this report as a CRA. We also rely on the reasonable appraiser rule, i.e., what would the reasonable appraiser do? Keep in mind the reasonable appraiser is expected to act within the *Standards* and not push the envelope at every opportunity. There are also questions of a legal nature in some jurisdictions, but that is another issue. If you value a component of a property and that component is not a legal use, you likely have a bigger problem than scope creep.

Q: Can I appraise a rooming house, after all, it is one big unit?

A: Again, "self-contained family housing units." A rooming house is hard pressed to qualify as a family housing unit. The interpretation is that you cannot sign this report as a CRA. However, one could suggest that, if the rooming house has four bedrooms, a CRA can appraise it. In this case, we would agree, since the property has not been significantly altered and its highest and best use could be that of a single-family dwelling. Again, we refer to the reasonable appraiser.

Q: What do we do when a lender requires a hypothetical five-acre parcel or similar, when the actual property size is much larger?

A: Great question, but let us really complicate things. Some CRAs are signing reports as residences, which may include agricultural lands, commercial property, a vineyard, or similar. The lender asks for a value with a five-acre parcel, may also ask the person to disregard the remainder of what is there, and call it a house so that they can do a residential loan. They may also ask that you not use the term 'hypothetical' in qualifying your value and they may ask that you disregard any legal issues that may not permit subdivision.

The fact is, if you are asked to appraise something that is not there, it is hypothetical and must be stated as such. An appraiser cannot accept an assignment which causes him/her to breach the *Standards*.

The situation can then be further complicated if you cannot find comparables which sold with five acres (or reasonably similar conditions), so that you must rely on sales of properties with say 100 or 200 acres; and then make adjustments

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that are not residential in nature to refine your analysis to the five-acre requirement – keeping in mind that highest and best use extends to the comparables and not just the subject.

The answer here is very clear in that the CRA cannot sign this report unless it is identified as hypothetical and meaningful comparables are found. It is not to say that the rationale is wrong, or that such an analysis cannot be completed, it is simply outside the scope of what a CRA can sign per *CUSPAP,* if it is not properly identified as a hypothetical situation. If it smells like a farm, it probably is a farm; no disrespect intended!

Also, it should be clear that, if a hypothetical situation is required, the appraisal must be qualified as such. This applies to everyone. That being said, if a hypothetical situation is specified, this may include a hypothetical highest and best use, which is OK. However, it should be stated that the actual HABU may be different.

Summary

Our *Standards* are not in place to limit a person's ability to earn a living. *CUSPAP* is meant to help our members do good work and be recognized as actually having standards. The CRA, i.e., Canadian Residential Appraiser designation is a residential specialty, however, for multi-residential projects greater than four units, agricultural, commercial or industrial properties, a CRA must partner with an AACI with experience in those areas.

The rules that guide the CRA in terms of what reports they can sign alone and what reports require a co-signer are not up to the CRA or the client to interpret or bend. The *Standards* are clear and must be adhered to. As members, we accept these as conditions to being granted the use of our respective designations.

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By Paul Beckwith, AACI
Member, Investigating Committee

Highest and best use analysis

We all know that highest and best use (H&BU) analysis is the foundation of any market value estimate, and has an important and practical application within our *Standards* rules. Paying a little more attention to H&BU will better our profession as a whole, and help members prepare improved reports. Through all of this, we will help clients understand the nature of our appraisal or consulting assignments which may result in a reduction in their perceived need to lodge complaints.

The AIC Consolidated Regulations are quite clear in outlining the two goals of our professional practice process. The first goal is to educate our members to prevent reoccurrence of situations that essentially motivate people to complain, and the second goal is to ensure procedural fairness throughout the complaint investigation and the disciplinary process. From time to time, we are asked to investigate complaints that essentially revolve around the matter of H&BU.

Client motivations may appear to defy highest and best use determinations, but meet the criteria established by the client. Understanding the owner's intended use for the subject property is a critical step in the art of appraisal reporting. The best time to address this is when you are preparing your letter of engagement and, if necessary, disclose this information in the report, if it is a critical assumption.

A quick reference table based on the *Canadian Uniform Standards of Professional Practice* version dated 01/01/2008 *(CUSPAP)* has been included as part of this article for future reference. You may wish to consider making a copy for personal use.

This purpose of this article is to discuss an investigation file that provides a practical example of the importance of highest and best use analysis in appraisal practice. In all cases this analysis:

The *Standards* highest and best use

Definition	*2.8: "the reasonably probable and legal use of property, that is physically possible, appropriately supported, and financially feasible, and that results in the highest value."*
Appraisal *Standard* rule:	*6.2.13: "state the existing use and the use reflected in the appraisal."* *6.2.14: "define and resolve the highest and best use."*
Appraisal *Standard* Comments	*7.14: "the use of the real estate existing as of the effective date of the appraisal must be included to distinguish the use from the highest and best use."* *7.15. "the report must contain the appraiser's opinion as to the highest and best use of the real estate, unless an opinion as to the highest and best use is irrelevant. If the purpose of the assignment is market value, the appraiser's support and rational for the opinion of the highest and best use is required. The appraiser's report must be provided in the depth and detail required by the significance of to the appraisal, based on relevant legal, physical and economic factors.* *As land is usually appraised as though vacant and available for development to its highest and best use the opinions are required both as to:* *7.15.1i: the land as if vacant, and;* *7.15.1. ii: the property, if improved*
Practice notes	*12.34.1: "That reasonably probable and legal use of vacant land or an improved property which is physically possible, appropriately supported, financially feasible, and that results in the highest value."* *12.34.2: "Highest and best use of a property is an economic concept that measures the interaction of four criteria: legal permissibility, physical possibility, financial feasibility, and maximum profitability."* *12.34.3: "Estimating the highest and best use of a property is a critical appraisal component that provides valuation context within which market participants and appraisers select the valuation context within which market participants and appraisers select comparable market information."*

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- informs selection of comparable sales and market value estimates, and
- must meet minimum CUSPAP requirements.

A recent complaint to AIC alleged that an appraisal report completed by a member did not meet the *Standards* because:

- relevant sales and listing history were not reported,
- selection of comparable sales was misleading, and
- market value estimate was too high.

The mission of the Investigating Committee is to complete a fact finding investigation and determine if the member met the *Standards* in the preparation of the appraisal report. The investigation process in this instance determined the following:

- Subject property comprises approximately 59 acres of vacant land, located in an agricultural area, with river frontage.
- Subject property had been listed for sale, within one year of the effective date of the appraisal, on a local Multiple Listing Sale Service for $285K. The listing expired and the property did not sell. Member failed to check MLS records and was not aware of this information.
- Subject property sold about four months later for approximately $800,000 to a property developer. The member reported this sales history in the appraisal report.
- The effective date of the appraisal was about six months after the reported sale:
  - highest and best use of property to be short-term holding development property, and
  - market value estimated to be $1,000,000.
- Intended use of the appraisal was to secure mortgage financing.
- Mortgage loan advance was completed based shortly thereafter.
- About one year later mortgage foreclosure proceedings commenced.
- Lender requisitioned two separate appraisals of subject property and their estimates of market value were significantly lower ranging from $75,000 to $335,000.
- Shortly thereafter, lender lodged a complaint with AIC.

Differences in the H&BU analysis and selection of comparable sales led to four different market value estimates for the same property.

The listing realtor initially marketed the subject property as a prospective location of a luxury home (estimated H&BU) and it did not sell for $285,000. However, the same property was then marketed as a potential recreational development property with subdivision potential. Based on this H&BU, it reportedly sold for $800,000 shortly thereafter, and, based on this H&BU later that year, it was appraised with an estimated market value of $1,000,000.

Market conditions deteriorated and, about one year later, the same property went into foreclosure. This time, different appraisers did not agree with the former H&BU estimate and selected and used different criteria to select market comparable sales. Their market value estimates were significantly lower.

Vacant land H&BU analysis is extremely important in appraisal reporting because the market value estimate depends entirely on the nature of the present or anticipated use for it according to the concept of surplus productivity. The H&BU analysis and underlying assumptions determine the selection of comparable sales and ultimately determine the market value estimate.

The important part of the discussion of this recent file is that the *investigation of the complaint focused on consideration of H&BU analysis* which informed the selection of comparable sales based on the *Standards*.

Appraisal theory teaches that the market value estimate of the property will depend on the H&BU analysis and underlying assumptions made by the appraiser and it informs and identifies the selection of comparable properties. The above case study proves this and we all can learn from it.

The importance of going over the fundamentals of H&BU cannot be overstated, nor can it be read by our members too many times. We offer the following points and excerpts from the *Standards* for your review and consideration as you carry out your professional responsibilities:

Point #1: Criteria to consider in an H&BU analysis include first both tests of **legal permissibility and physical possibility.** Only when there is reasonable probability that the H&BU is legally permissible and physically possible can analyses continue.

Point #2: The test of financial feasibility must be supportable by an analysis of market demand for the proposed land use. If the net revenue is deemed to be sufficient to satisfy the required market return on the investment and provide a requisite return on the land, the use is financially feasible. **Maximum profitability** is the concept that selects one of the financially feasible uses that produces the highest residual land value and that use is the H&BU.

Point #3: Feasibility studies are frequently confused with H&BU studies. Feasibility studies focus on specific investment objectives and criteria established by decision makers to determine whether a given combination of factors meet their minimum investment objectives.

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By Alfred Mullally, AACI
Board Liaison, Professional Qualifications and Competency Committee

Professionalism within a diverse membership

The Appraisal Institute of Canada (AIC) enjoys a diverse membership working in many specialized areas, but, primarily, the membership can be segmented into two quite distinct groups – fee and non-fee members. While the majority of fee members are engaged in private practice, most of those in the non-fee category are employed with public and large private sector organizations. The dissimilarities of these two groups notwithstanding, they are unified though the need and requirement to be qualified and recognized via the three 'E's' – education, experience and examination. One of the benefits of this underlying unified foundation is the portability of the designation, which permits AIC members to establish a career in private practice, then subsequently migrate to the public sector or a large private sector organization, or to take the reverse journey with their career as they move into private practice after their work as an employee of a larger public or private sector organization.

I have been fortunate to be a non-fee member of the AIC for over 20 years. When I first offered to write this article, I thought back to my first volunteer experience with the Nova Scotia Real Estate Appraisers Association in March of 2002, when I had the opportunity to serve as Chair for the Institution Liaison Committee. This committee's mandate is to convey to members in Nova Scotia who are not in private practice the advantages of belonging to a professional organization, such as the AIC, and to encourage them to become more involved in the real-property profession and with the provincial and national organizations, as well as to better address the interests and concerns of those individuals who do not work in the private practice environment. I believe this mandate is still valid today for professional members outside private practice in every province across the country. At that time, we used, and still use, 'Institution' as an alternative definition for non-fee members serving on this committee. However, I personally believe that neither of these 'definitions' needs to be used, with the exception of their applicability for insurance purposes.

As of July 2010, there are 1,168 non-fee members, representing 27% of our total active membership of 4,307.

Of the 859 designated non-fee members, 633 hold the AACI designation, and 226 are CRA members.

It is interesting to note that non-fee members represent 37% of the AACI population.

Similarly, looking at our total CRA membership, 17% of them are non-fee.

As well, almost half of the current AIC Board of Directors – six of the 14, or 43% – are employees of public and private sector organizations.

AIC non-fee members are very active across the country, volunteering at the provincial, national and international levels to help raise awareness of the advantages of working with AIC designated members and the high standards and professionalism they contribute. We interact regularly with our private practice fee colleagues in business, volunteer and social environments, uniting under the common umbrella of respect for our professionalism as AIC members.

As employees of public and private sector organizations, AIC non-fee members hold a variety of positions outside the typical private practice appraisal domain, with the majority working in the three levels of government, the remaining being employed, for example, by banks, Crown Corporations, various utilities, farm boards and port authorities. The work we do includes mass appraisal assessments, valuation audits for federal payments in lieu of taxes, property management, leasing for government, acquisitions and disposals, asset management and age-life studies – to name a few. At the end of the day, we all abide by AIC's Mission Statement "to promote and support members in providing high quality property advisory services for the benefit of the public."

In my experience, the relationship between private practice and employees of public and private sector organizations can be described as that of colleagues, peers and mentors, even though occasional circumstances may introduce the hint of an adversarial approach in the business dealings between the two groups. For example, when I was working with Nova Scotia Assessment, I sat across the table from designated private practice members in Appeal Court. Regardless of the outcome, we parted ways respecting each other's professionalism.

It is encouraging to recognize that the three levels of government usually require a first-tier AIC professional designation for public sector employees as a minimum qualification for those who wish to be employed in the real-property

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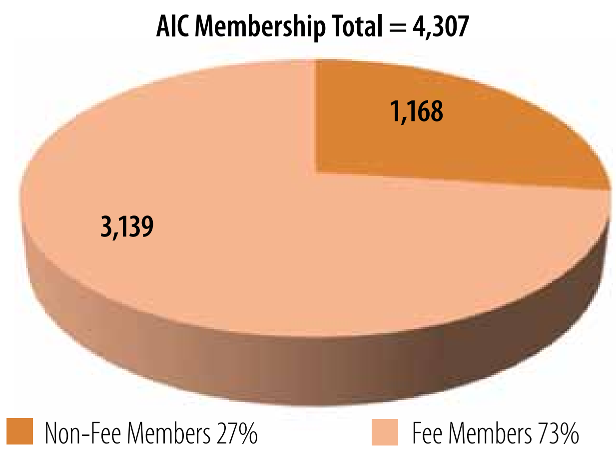

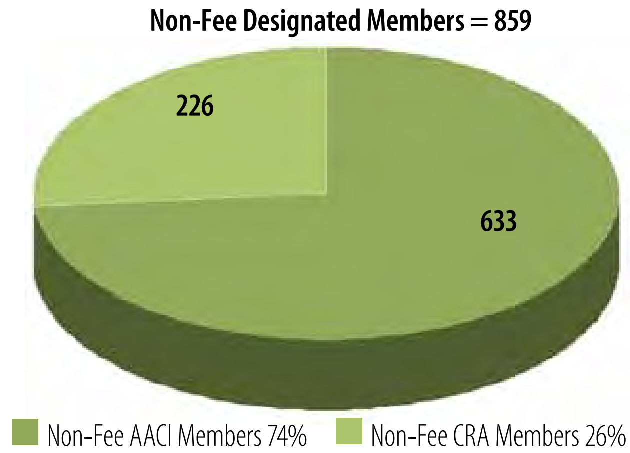

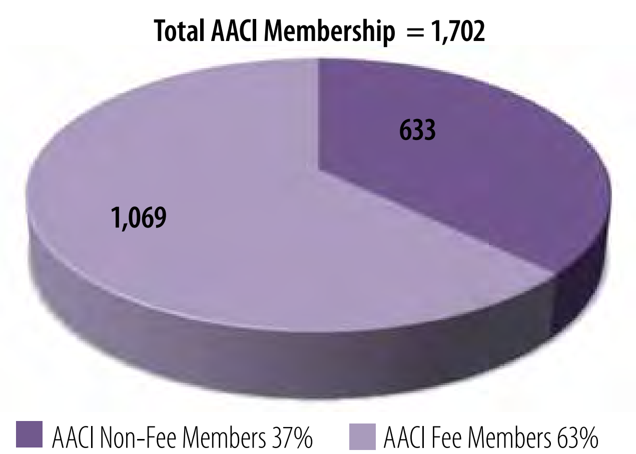

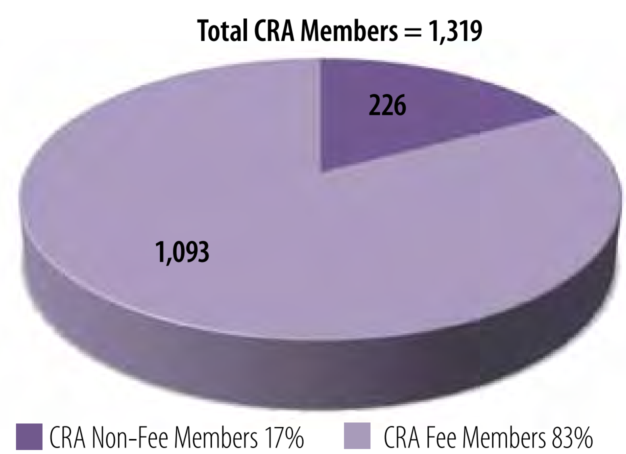

field. In Nova Scotia, the Acquisition and Disposals Division with Transportation and Infrastructure Renewal is legislated under the *Expropriation Act* to require that all appraisal reports for expropriation purposes follow and meet the requirements and standards adopted by the AIC. Clearly, this reflects the provincial government's recognition of the high standards and professional ethics each of our members are obligated to follow. This is further reinforced by the observation made by Samuel A. Martin: "government departments as diverse as housing, veterans affairs, public works, trade and commerce, and, of course, taxation, all require expert staff to render opinions on the value of real property to protect the public interest in transactions with the private sector."[1]

It is understood by all members across Canada that the AIC enjoys a diversified membership of first-tier real property professionals, AACI, CRA, Candidates and Student members, who have chosen to be either in a private practice or employees of public and private sector organizations. In the final analysis, it is incumbent upon all of our members that they conduct their work with a professional duty to protect the public as mandated by the AIC, which supports all AIC members equally.

End note

1 *The History of the Appraisal Institute of Canada/ Institut Canadien des Évaluateurs 1938 – 1988,* Samuel A. Martin (page 23). Dr. Samuel A. Martin of the University of Western Ontario in London, Ontario, author of *Fifty Years of Dedication – The History of the Appraisal Institute of Canada*, was a long-time friend of the Institute and traveled the length and breadth of Canada conducting research to write this publication.

Professional Qualifications and Competency Committee

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By Pat Cooper, AACI
Member, Adjudicating Committee

Conflicts and corrections

Why did the same appraiser appraise this property twice and come up with different value conclusions? This is a question that is very familiar to most members of the professional practice committees and the Counsellor, Professional Practice. The questions that subsequently arise are:

1. Is the effective date different?
2. Did the property characteristics change?
3. Did the terms of reference change?
4. Did the client change?

If the answer to any of questions 1, 2 or 3 is yes, then there may be a good reason that the appraiser concluded differently when the same property was being appraised.

1. In volatile markets, there can be a supportable change in value over a few months.
2. The property may have been renovated or a tenant may have vacated or moved in, explaining a significant change in value.
3. There may have been hypothetical conditions in one assignment not present in the next.
4. Unfortunately, if the only one of these questions which gets a 'yes' reply is question number 4, it is not unreasonable to suspect that the appraiser has conducted himself/herself in an unethical manner. There is the appearance of a conflict of interest.

Conflict of interest

At Line 12.8.1, in the *Standards* it states:

> *A conflict of interest arises when the perception of potential for the ability of the appraiser to exercise the required professional judgement is undermined.*

Examples include valuations performed for a vendor to assist in selling a property and then, later, an appraisal indicating a much lower value to be used by a lender in a foreclosure. Another example is an apparent 'low-ball' appraisal for one spouse in a divorce, only to see a much higher conclusion when the property is appraised again for that spouse to refinance it.

In these two examples, it is quite possible that the appraiser was influenced to arrive at a value conclusion favorable to his/her client. Or, perhaps, the value conclusions in all cases were supportable and valid. Nevertheless, the perception of bias, i.e., a conflict of interest, will persist.At Line 12.8.1, in the Standards it states:

> *In order to avoid the perception of bias or conflict of interest, it is recommended that a member disclose to the client any professional services relative to the subject property within the past 30 days and up to three years if appropriate.*

The following general policies can help protect your practice from complaints, lawsuits or claims arising from the perception of conflict of interest:

1. If you have recently appraised a property for one client, get approval **in writing** from the original client and the new client before undertaking the assignment.
2. If the original client disclosed confidential information that you cannot relay to the new client, then pass on the second assignment.
3. If you cannot tell the new client that you have previously appraised the property for another client, then pass on the new assignment.
4. Do not appraise a property in which you have a personal or business interest or, if you must, make sure your client is aware of your interest.
5. If you are re-appraising the same property with different terms of reference, e.g., based on a hypothetical condition that renovations are complete, make sure your client and subsequent readers of the report(s) will understand the differences in the 'going in' assumptions.
6. Where possible, avoid undertaking assignments jointly for more than one client, when the parties may later dispute your conclusions for their own purposes.

Corrections or amendments to a report

In some regrettable cases, you may discover a significant error on your part after you have issued a report. In other cases, material facts affecting the property or your valuation may be brought to your attention after you have issued a report. (You should check *Claims Prevention Bulletin #25 – What if you have made a Mistake?) http://www.aicanada.ca/cmsPage.aspx?id=110* Although the *Standards* do not address this issue, as a general rule, you are probably better to issue a corrected report rather than have your client(s) proceed based on an inaccurate appraisal.

If this happens to you, **get all copies of the original report back** and issue the corrected report with an appropriate cover letter. When an e-copy of the first report has already been delivered and it is not feasible to get back all copies, issue the corrected report with an appropriate cover letter explaining the reason for the revised report and requesting deletion of the original from the recipient's file. It is also prudent to label the corrected report as 'Amended' or 'Corrected,' and it may be even wise to refer to the original report in the new one. Keep notes and keep a copy of the first report. You may also be well advised to contact the insurance claims manager. If possible, do not have two almost identical reports in a client's office with different conclusions unless you can explain the reasons for the differences.

Protect your professional reputation

You can protect your professional reputation by ensuring that you undertake assignments only when you can be unbiased and when there is no perception of conflict of interest. On those occasions when you must correct or amend a report, do everything you can to recover the first report and to explain the reason for the amended report.

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By Gordon J. Tomiuk, AACI, Fellow
Member, Appeal Committee

Why have an Appeal Committee?

I have attended meetings and conferences with members across Canada who often ask why the Appraisal Institute of Canada (AIC) needs an Appeal Committee. Does the cost of this committee outweigh the benefit of its activities? Some members have even suggested having our internal professional practice process end at the Adjudicating Committee stage. The suggestion raises at least two concerns. First, a member or the Institute would have to seek recourse through judicial review in the court system. Needless to say, that would place quite a financial hardship on the member and the Institute. Second, in order to convey to stakeholders, including the general public, that we truly are a professional organization worthy of the professional accolades that accompany that status, we require a complete professional practice system, including a right of appeal from an adjudication.

So, why have an Appeal Committee? Without such a committee, how would a member address a perceived bias of a Professional Practice Committee member? Without the Appeal Committee, how would a member challenge an Adjudication Committee interpretation of the *Standards?* There are a multitude of situations worthy of a review to ensure a fair hearing and a proper decision for the member and the Institute.

Merriam-Webster defines an appeal as "a legal proceeding by which a case is brought before a higher court for review of the decision of a lower court." In our instance, it is a case coming before our Appeal Committee to review a decision of our Adjudicating Committee or other committees/panels as outlined in *Regulation 5.51.* The committee meets twice a year in person and additionally by teleconference, if necessary. The committee also undertakes File Review – a task assigned to us by the Board of Directors. Twice a year, we review files decided by a single person authority (counsellor, professional practice, Investigating Committee chair, professional practice advocate and special investigator).

> *"There are a multitude of situations worthy of a review to ensure a fair hearing and a proper decision for the member and the Institute."*

The cost to support the Appeal Committee is not staggering. To emphasize an earlier point, eliminating this committee and having any appeal heard by the courts would be more stressful for the member and also pose a higher financial burden to the member and our Institute. Therefore, it is advantageous to members that the Institute has its own appeal system.

The standard of review at appeal hearings is found in *Regulation 5.52*

5.52 STANDARD OF REVIEW AT APPEAL HEARING

- *5.52.1 In an appeal hearing, the standard of review to be applied to a decision is correctness for all questions except those respecting the exercise of discretion, findings of fact and the application of the common law rules of natural justice and procedural fairness.*
- *5.52.2 An appeal panel must not set aside a finding of fact by the Adjudicating Committee, unless there is no evidence to support it or if, in light of all the evidence, the finding is otherwise unreasonable.*
- *5.52.3 An appeal panel must not set aside a discretionary decision of the Adjudicating Committee, unless it is patently unreasonable.*
- *5.52.4 For the purposes of subsection 5.52.3, a discretionary decision is patently unreasonable if the discretion:*
  - 5.52.4.i. is exercised arbitrarily or in bad faith,
  - 5.52.4.ii. is exercised for an improper purpose, or
  - 5.52.4.iii. is based entirely or predominantly on irrelevant factors.
- 5.52.5 Questions about the application of common law rules of natural justice and procedural fairness must be decided having regard to whether, in all of the circumstances, the Professional Practice Committee acted fairly.
- *5.52.6 An appeal hearing is not a hearing 'de novo.'*

The decision to appeal a ruling should not be frivolous. Before initiating an appeal, a member should truly feel he or she has been denied a fair hearing or suffered an unfair decision, and that there is a real issue to be put before the Appeal Committee meriting the committee's consideration to set aside a previous decision or to lessen the associated penalty. Members of the Appeal Committee will listen to the arguments of the member and the advocate and render a decision on the matter.

The cost of an appeal to the member is $500. In its decision, the Appeal Committee may direct that this cost be refunded to the member if it is of the view that the appeal has been substantially or fully successful.

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By George Ward, AACI
Chair, Professional Affairs Coordinating Committee

Goals for 2010-2011

In my new role as the chair of Professional Affairs Coordinating Committee (PACC) for the coming year, I feel it is important for the membership to understand PACC's role and what the Board has asked this committee to undertake in the coming year. There are some ongoing initiatives carried over from last year as well as several new ones.

PACC is working with the Marketing and Communications Committee (MCC) to propose updated Advertising Guidelines. Particular emphasis is being placed on the *title* that a Candidate member may use on business cards and self-promotion. This has been a recurring theme within the professional practice group and we have asked MCC to study this and to propose a solution. It is unlikely that a complete change to the *Standards* will be required, as this should be a policy directive issued by the Appraisal Institute of Canada (AIC) Board. If you wish to make comment on this you may email MCC at *communications@aicanada.ca*

PACC reviewed in detail the insurance portion of the Professional Practice Seminar last year, which resulted in several recommendations for the Standards Committee to consider, as well as the AIC Board asking PACC to review the fee/non-fee definitions and to report back with a proposal that would be applied consistently in bylaws, regulations, the *Standards* and policies adopted by the Board. If you wish to make comment on this you may email PACC at *PACC@aicanada.ca*

The Peer Review Pilot program is scheduled for completion by the end of 2011.

This Board initiative has been studying the type of peer review program best suited for the appraisal profession as well as the costs and benefits. This will enable the Board to determine the scope of this activity and the resources required to conduct an efficient program. If you wish to make comment on this you may email the Peer Review Pilot Committee at *peerreview@aicanada.ca*

For the first time this year, PACC sponsored a seminar at the annual conference entitled *Due Process - Dancing with Adjudicating.* This was a well attended session and the feedback from it will be important for PACC to consider in planning the scope and timing of any future seminars. If you were in the audience or have reviewed the materials online, and wish to make comment on this, you may email PACC at *PACC@aicanada.ca*

The AIC Board has struck a task force to conduct a review of the implementation of the June 2008 Professional Practice Regulations, found at section 5 of the *Regulations http://www.aicanada.ca/cmsPage.aspx?id=194*

This is intended to ensure that the changes are working as effectively and efficiently as can be expected, and to review the implementation and training provided to the professional practice group. This task force is being chaired by David Aberdeen, AACI, a former member and chair of the Adjudicating Committee. PACC will be working with the task force as it undertakes this very important review. If you wish to make any comments to the task force, you may email *ppcregulations@aicanada.ca*

Setting aside these very important major initiatives, PACC will continue its work in reviewing the PPC process to identify trends where improvements to the education program or additional seminars may be required in order to reduce or minimize complaints and claims. PACC meets twice annually to review policy. It is a busy year, and one in which we hope to achieve some significant milestones.

Professional Affairs Coordinating Committee
George Ward, AACI – Chair
Brian Varner, AACI
Darrell Thorvaldson, AACI
Leonard Lee, AACI
John Ingram, AACI
To contact this committee, email:
professionalaffairs@aicanada.ca

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By Michael Garcelon, AACI
Member, Ad Hoc Committee on Peer Review

Member feedback helps to measure benefits

The primary objective of the Peer Review Pilot Project is to measure the costs and benefits of a peer review program. With respect to benefits, measurement is a bit of a challenge because, as with any other educational program, the benefits are largely intangible.

One of the tools we are utilizing to measure benefits is a questionnaire that each member completes at the conclusion of his or her peer review. At this point in the program, we thought it would be interesting to share some of the feedback we have received so far through these questionnaires:

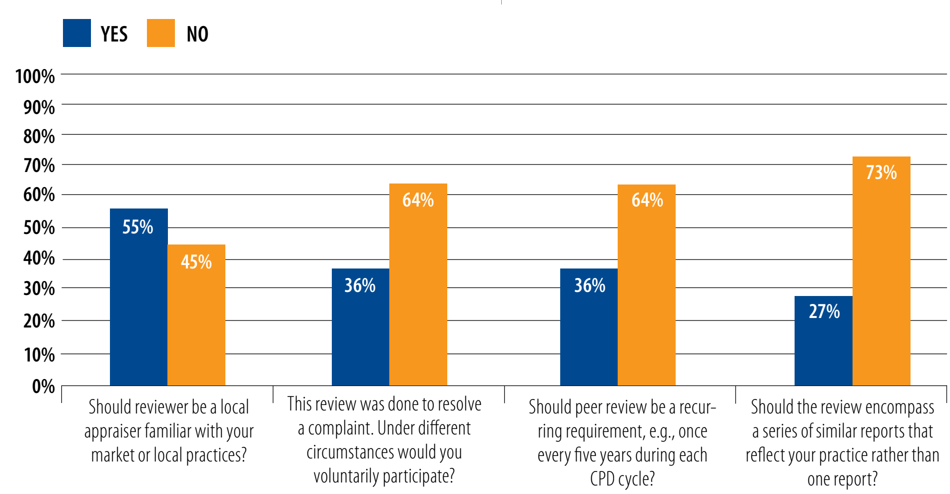
Generally speaking, the feedback seems to be quite positive, however, as always, there is some room for improvement. The Ad Hoc Peer Review Committee finds it important that: of those who have experienced peer review, 73% found the process helpful; and 91% think that the program should continue.

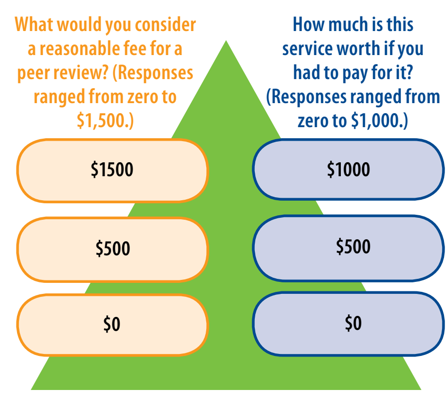
The secondary objective of the Peer Review Pilot Project is to build a program infrastructure. Not only is this feedback helpful to measure benefits, but it also helps the committee to make adjustments as necessary in order to maximize benefits and optimize cost efficiency.

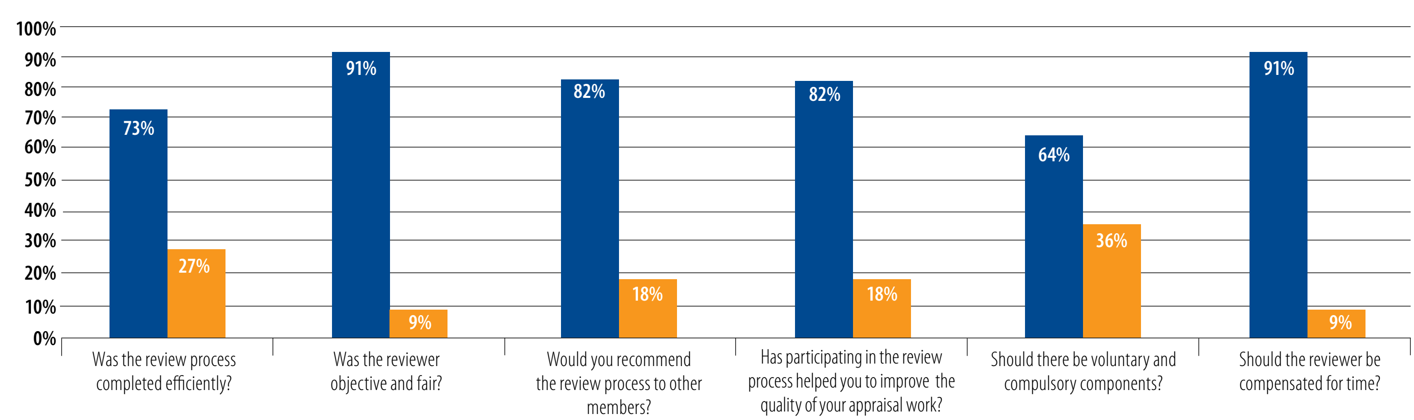
The Peer Review Pilot Project has a mandate until December 2011. At that time, the committee will submit a report to the Board which will include our findings on the costs and benefits of a peer review program, and also make recommendations on how the AIC may proceed with peer review.

Ad Hoc Committee on Peer Review

Linda Hastings, AACI – Chair
Mike Garcelon, AACI
Cherie Gaudet, CRA
Gerald McCoombs, AACI
Andre St-Arnaud, CRA
To contact this committee, email:
peerreview@aicanada.ca







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By Keith Goodwin, AACI, Fellow

AIC's international involvement

The recent meetings of the G8/G20 groups and the regular meetings of the World Association of Valuation Organizations (WAVO) and similar world organizations illustrate that, given the current state of the world economy, close working agreements between the member countries of these international organizations will continue to strongly influence the economy of Canada, whether Canada is in attendance or not. It is clear that Canada's attendance at these meetings and its ideas and methodologies regarding policy adoption are sought for differing reasons by both the developed and developing nations. By participating in such meetings, Canada is able to influence policy that may impact Canadian trade and business practice and further promote Canadian ideas and positions. Given that real estate and property assets are recognized as key economic factors in most economies, it is evident that having high level expertise in the valuation of real estate and other property assets is becoming an increasingly important topic, whether in the developed world, or in developing economies such as China.

Therefore, it is of increasing importance that the Appraisal Institute of Canada (AIC) continue its ongoing participation at international meetings that are held to discuss enduring issues that influence changes in the valuation profession. This holds true both from the point of view of AIC providing input into the policies surrounding such issues as valuation for financial reporting, which impacts the valuation of property assets in Canada, or the establishment of new valuation standards and competencies that are demanded by international companies and businesses.

By its membership in organizations such as the International Valuation Standards Council (IVSC) or WAVO, AIC is able to provide its sought after expertise and better inform its members about ongoing demands and changes in property valuation around the world. However, it is critical that AIC be seen as a leader in the valuation profession. To achieve this, the Institute must continue to enhance its education and practical standards to ensure that its involvement in world valuation organizations such as IVSC and WAVO continues to be sought and valued. The valuation organizations and members that best demonstrate the understanding and adoption of new education, methodologies or standards will be recognized and sought after by both government and private bodies to undertake their valuation assignments.

> *"Canada is able to influence policy that may impact Canadian trade and business practice and further promote Canadian positions."*

The continued strengthening and forging of international relationships through membership in international organizations, but also by direct involvement with individual organizations, provides AIC with many different opportunities to promote its high levels of education, training, competencies and standards..

Recent discussions with a number of international groups demonstrate that these opportunities clearly exist, both for AIC as a whole and for its individual members. Given that numerous companies and businesses are now multi-national and operate in many different countries, members of recognized valuation organizations such as AIC are sought after by such companies to provide a high level of valuation competency and work quality that conforms to current international standards.

In this changing world, many opportunities exist and will continue to grow for valuation professionals who are members of organizations known to be leaders in valuation education, standards and competencies that are recognized by government and international businesses. AIC and its members have an opportunity to benefit from this growth. However, to fully capitalize on these international opportunities, AIC will have to continue to improve and enhance its members' education and standards to help ensure that they will be able to compete successfully with other professionals who provide property valuation services and expertise worldwide.

A number of our international partners are continually investigating and expanding their education curriculums and areas of practice for their members. An example includes the recognition and support for specialist valuation divisions within the respective organizations that match the increasing demand for specialized valuation knowledge. Evidence of this can be seen in many countries in which the valuation and other professions are increasingly working within large companies that employ many valuation specialists or at small niche specialty companies. Only by continually improving and advancing education and competency standards will the AIC and its members fully benefit from the opportunities that develop in the valuation profession worldwide.

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Business etiquette

Robert Patchett, LL.B.
Counsellor, Professional Practice

> *"Civility, courtesy and respect to one's peers, clients, and others with whom you interact in the appraisal profession should not be taken for granted."*

Have you ever...

- Hung up on a frustrated homeowner?
- Made derogatory comments in an email?
- Refused to identify yourself to a homeowner?
- Made uncivil comments about a peer?
- Blogged negative remarks in a moment of anger?

If you answered "Yes" to any of the above, you are not alone. The sad news is that this may be more common than you think; but the good news is that we can all do something about this. Civility, courtesy and respect to one's peers, clients, and others with whom you interact in the appraisal profession should not be taken for granted.

Not unlike in a relationship, partnership or workplace environment, a culture of kindness takes effort to maintain, and, regrettably, can be lost in one moment of frustration. In drafting correspondence in the digital age, it is easy to hit the send or post button and transmit those rough-cut comments then have a sense of feeling better for your effort. It used to be that the time lag between writing a letter and signing it would allow calmer heads to prevail and some serious second thought could be given to what you really should say versus what you want to say.

My children often told me that my own colourful language, that I might have used while participating in field exercise while in the military, may have been appropriate in that environment, but was not appreciated at home. This highlighted for me that I needed to improve my own communication skills in order to find more effective ways to address difficult conversations and stressful situations. It takes constant effort.

All this negativity, not just in the workplace, but in general, is brought about by rudeness and poor manners. A homeowner who takes pride in his or her home is more likely to be upset that you did not take reasonable time during the inspection or provide sufficient description or give credit in an appraisal report to give value for their 'pride in ownership.' He or she calls to complain and demand that you correct perceived errors in your reports. In response, remind yourself that simple courtesies will reduce the tension, and leave the homeowner feeling better because the concerns expressed are taken seriously. It is because you are held in such high regard as a professional that people sense a disparity when they feel you have failed to accurately value their property. This shocks them into calling or emailing AIC with a complaint.

Being pleasant and polite in the workplace, in your email, and in blogs is a contagion that spreads quickly. Take the time to thank a peer for the advice that is freely offered, to acknowledge a job well done. Civility is a habit that can be instilled, will foster better relations, and may even lead to increased productivity and more client referrals when everyone talks about what a pleasure it is to do business with you.

For my part, I would like to acknowledge and thank the editors and staff that work so hard to produce this magazine, and for their timely suggestions for refinements to drafts of this article.

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Applied Experience survey results

The Appraisal Institute of Canada (AIC) Applied Experience Program (AEP) survey was conducted via web survey in November of 2009. Participant breakdown: 52% were under the age of 35; 34% were between 36 to 50 years of age; and 14% were older than 50 years.

Of these age groups, 63% were male, 37% were female. The majority of the responses came from Alberta at 35%, with Ontario and British Columbia in second place with 23% each.

Of all respondents *(who participated in the AEP since January 1, 2008)*

73% of participants had achieved their designation. Of these, 33% achieved the AACI designation and 40% achieved the CRA designation. 27% of the respondents were Candidate members.

Further, we found that for those people that had received their designations, 93% had obtained full-time employment.

The survey identified that finding a mentor for the AEP was easy for people who were already employed in the appraisal industry and difficult for those who were not. A suggestion from those who found finding a mentor difficult was to have a national list of designated members willing to be mentors posted on the AIC website. In fact, 63% of respondents thought that this would be beneficial to the search process. This is something the Applied Experience Committee will be looking into.

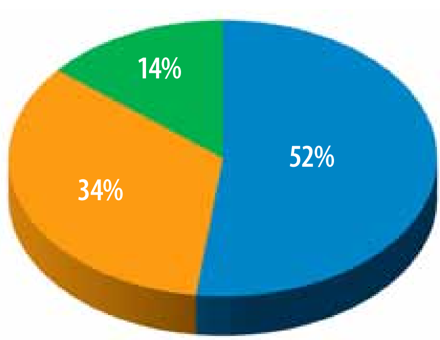
One key issue that was acknowledged from the feedback received was the concern about the quality of mentorship and the information, guidelines and structure that Candidates receive at the beginning of the AEP. There was a common belief that the mentor was not informed as to his/her responsibilities and the level of commitment that is required. Many people believed that there should be an information package given to mentors at the beginning of the AE term outlining their responsibilities. Another request was for a document outlining timelines, guidelines and attainable goals during the mentoring process that could be tracked better by the mentor, Candidate and AIC. Providing a checklist of what should be accomplished throughout the mentoring program was mentioned as a possible solution.

Another issue which arose from the survey was that there is no comprehensive path to designation document provided on the website. This issue has been dealt with and we now have the *Candidate from A-Z* and the *How to Prepare for AIC Designation Written Exam* PowerPoint presentations available online. These two presentations were offered at the 2010 AIC-Ontario Annual General Meeting and received very good reviews from participants.

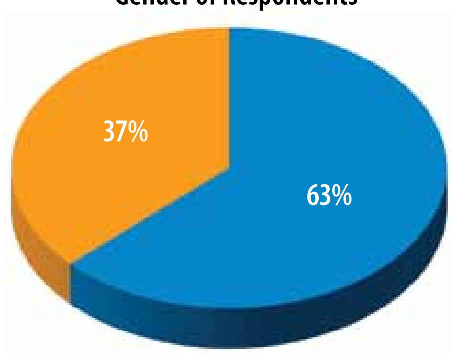
At the present time, the AE Committee is working on an Applied Experience Enrollment report (for both the First Principles and Professional Competencies) which will set out goals and expectations for both the mentor and the Candidate. We are in the final stages of completing this document.

Both of these documents should help make the expectations, goals and timelines required for a successful AE term clearer to both the Candidate and mentor.

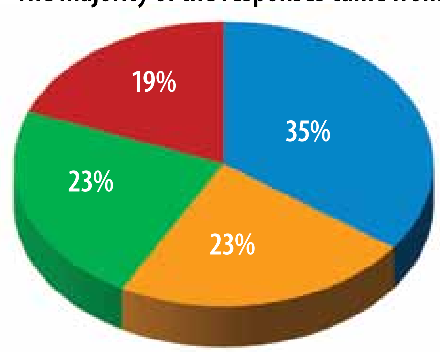
Age of Respondents



Gender of Respondents



The majority of the responses came from



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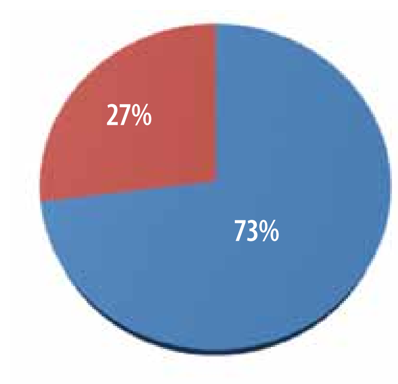
> *"The feedback from the Applied Experience Program survey was beneficial and brought forth many good ideas about where the program currently stands and how it can be improved."*

As far as preparation for the written exam, many respondents would like to see more sample questions posted on the website to help them prepare. Others seemed to be confused as to what was expected from them and found the exam challenging, as they were not properly guided by their mentor to help prepare for the exam.

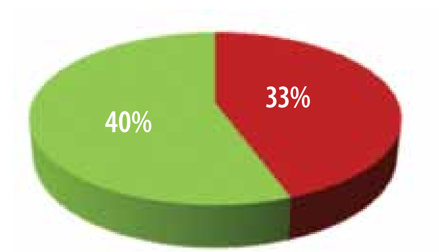
Overall, the feedback from the Applied Experience Program survey was beneficial and brought forth many good ideas about where the program currently stands and how it can be improved.

Some members of the AE Committee gave a presentation in Victoria at the national conference called *Mentor-How to be a Good One--How to find One*. The 90-minute seminar was well received by participants. The PowerPoint presentation used for the session can be accessed on AIC's website at *http://www.aicanada.ca/cmsPage.aspx?id=54*.

Participants



Designated



Applied Experience Committee

Duane Bates, AACI – Chair
April Green, AACI
Troy Davidson, CRA
Tyler Beatty, Candidate
Susan McRury, CRA
Scott McEwen, AACI
Suzanne Teal, ED, AIC - AB
John Bridal, UBC
To contact this committee, email: *aec@aicanada.ca*

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Spotlight on Continuing Professional Development

Continuing advances in course content and delivery

This edition of the UBC update focuses on recent and future updates and improvements in the AIC/UBC education program. AIC Candidates are well aware of what is going on in the courses, but designated members may be less aware of the continuing advances in the course content and delivery. Here, we explain two key aspects of ongoing change in the courses: (1) new educational technologies, and (2) updates to the printed books.

Bridging the distance with technology

Distance education has it roots in correspondence courses, where the physical distance between the learners and instructors was a defining characteristic. Over the past 20 years, the progression in information technology has revolutionized distance learning – now more commonly referred to as *online learning*. Today, the distance in online learning is often only 'virtual' – for example, students may be physically in the same room or may be at their computers around the world, all participating in an online classroom and speaking together in real-time. This decentralizes education delivery, and erodes the gaps and remoteness that formerly defined distance learning.

The Real Estate Division is regularly implementing new technologies to bridge this distance:

- *Webinars:* live online classrooms where students can receive instruction and ask questions of instructors; the sessions are archived for repeat viewing or for those unable to attend the live broadcast.
- *Desktop videos:* recordings by instructors on topics of interest, typically 'bite-sized' and focusing on one specific point, such as how to carry out a specific task in a software program.
- *Wikis:* a collaborative webspace where instructors and students can post informative and interesting materials, such as website links, articles, and videos – with the goal that by working together, understanding of course concepts is improved for all.

Yet, in pursuing technological innovation, we are also mindful of the strengths of traditional distance education. It is increasingly clear that many of our students see the separation in distance learning to be a major positive factor in their learning. Adult learners lead busy lives and appreciate the opportunity to study at their own pace, whenever and wherever they choose. So, while the technology now allows online learning to be analogous to a regular classroom, with set times for instruction, we are cautious not to impose this on students. We embrace the principles of adult education, primarily a respect for the different ways that people learn and providing them the flexibility to pursue them. Our goal is to provide numerous paths to knowledge, such that most everyone's needs are accommodated and no one is systemically left behind. Whether an individual's learning needs are best met by live online classrooms or by printed books and scheduled assignments, the Real Estate Division pursues best practices in education in meeting as many of these diverse needs as possible.

Content is king – long live books

Regardless of sophisticated internet technologies, the primary product of the Real Estate Division remains our published books, and we live or die by their quality. By design, we have maintained a focus on the printed word as our fundamental learning tool. Books have served as a robust and highly practical information transmission media for hundreds of years – the content and format of the published book is key (whether printed or viewed on an e-reader).

The core BUSI courses in the AIC/UBC education program were written in the early 2000s, when the AIC/UBC partnership was initiated. Over the past decade, we have regularly updated the materials in all courses, to keep them current and valid. However, it is now time for a substantial refreshing of the courses.

The following core materials and courses from the AIC/UBC education program will be updated over the next two years:

- *Appraisal of Real Estate:* the 3rd Canadian edition of this book is due in early 2011.
- *BUSI 330: Foundations of Real Estate Appraisal*
- *BUSI 331: Real Estate Investment Analysis and Advanced Income Appraisal*
- *BUSI 400 & 401: Residential & Commercial Property Analysis*
- *BUSI 442 & 452: Case Studies in Appraisal I & II*

In pursuing this updating, the Real Estate Division welcomes any input from AIC members on what content is covered in the courses and on how this content is covered. We welcome requests from AIC members who might like to get involved in this updating process, as authors, editors, reviewers, or advisors. We emphasize this is AIC's education program, to a large extent designed *for* and *by* AIC members, so your feedback is critical to advancing the profession.

The AIC/UBC education partnership has been going strong for more than a decade. We look forward to many more years of success in educating the valuation professionals and AIC members of tomorrow.

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AIC designations granted / *Désignations obtenues de l'ICE*

The Appraisal Institute of Canada (AIC), together with the provincial associations and the provincial bodies affiliated with the AIC, commend the following members who completed the rigorous requirements for accreditation as a designated member of the AIC during the period April 16, 2010 to July 15, 2010:

L'Institut canadien des évaluateurs (ICE), en collaboration avec les associations provinciales et les organismes provinciaux affiliés à l'ICE, félicitent les membres suivants qui ont complété le programme rigoureux d'accréditation à titre de membre désigné de l'ICE durant la période du 16 avril au 15 juillet, 2010:

AACI

Accredited Appraiser Canadian Institute

We welcome and congratulate these individuals as fully accredited members of the Institute through the granting of their AACI designation.

Accueillons et félicitons comme membres pleinement accrédités de l'Institut et leur accordons avec fierté la désignation AACI.

ALBERTA
Glen Doll
Laurel Edwards
Cameron French
Jordan Douglas Gillespie

BRITISH COLUMBIA
April Amber Green
Melvin Lee
Jonathan David Matthews
Laura C. McConnell
Stephanie Ursula Tong
P. Simon Wainwright

MANITOBA
Tim Browaty
Lydia Schroeder-Hart

NEW BRUNSWICK
Sheila Anne Fitzpatrick

ONTARIO
Ward Lansink
Colin E. Sclater
Korosh Shahbazi
Nathan S. Stienstra

QUEBEC
Martin Bisaillon
Christian Verville

CRA

Canadian Residential Appraiser

These members are congratulated on the successful completion of the CRA designation requirements.

Nous félicitons ces membres pour avoir complété avec succès le programme menant à la désignation CRA.

ALBERTA
Joseph N. Fryk
Gloria Hindman
Kari Leibel
Donato M. Letterio
Brady Cole Sullivan

BRITISH COLUMBIA
Lewis Chekaluk
Mishelle E. Martin
Nicole E. Sharrow
William M. Woodley

MANITOBA
Lindsey I. Henley
Timothy P. Nickel

NEW BRUNSWICK
Susan F. O. Cumming

ONTARIO
Julie Bowes
Erny T. Ferreira
Robert J. Kosar
Jeff V. Lohmer
Jason S. Murree
Donna M. Peters
Stuart G. Porter
Jason J. Ridout

Candidates / *Stagiaires*

AIC welcomed the following new Candidate members during the period April 16, 2010 to July 15, 2010:

L'ICE souhaite la bienvenue aux personnes suivantes qui ont joint les rangs des membres stagiaires durant la période du 16 avril au 15 juillet 2010:

ALBERTA
Isaac Achen
Brett Thompson

BRITISH COLUMBIA
John S. Allan
Ian E. Brackett
Melissa Chan
Baird F. Choquette
John R. Forsyth
Jeff R. Frumento
Brian R. Johnston
Min J. Kang
Seung Jae Lee
Colin Litster
Marion S. Lochhead
David T. Sicinski
Ryan James Vogt
Tracie L. Willis
Douglas Wong
Chelsea Zarft
Wen Zhu
Suzanne M.Ewen*
** join date Jan12,2010*

MANITOBA
Willson A. Shih
Carol Whitman

NOVA SCOTIA
Daniel Slipp

ONTARIO
Zeeshan Ansari
Dipankar Datta
Natalia Kracheninnikova
Amy Kwan
John Lam
Larry Hung Lan Luong
Doug Main
Meagan L. McCabe
Sean R. McCrorie
Christopher Mcewan
Jeremy A. Silburt
Kevin Slemko

QUEBEC
Eric Brian Belanger

SASKATCHEWAN
Charlene A. Chyz
Britoni Cranfield
Alison L. Poste
Laura Pugh

Students / *Étudiants*

This category of membership serves as the first step on the path to designation for those completing their requirements for Candidate membership. Students considering the appraisal profession as a career option are also welcomed to this category of membership.

Cette catégorie de membre constitue la première étape sur la voie de la désignation pour ceux qui s'affairent à compléter les exigences de la catégorie de membre stagiaire. Les étudiants qui contemplent une carrière comme évaluateur professionnel sont bienvenus à joindre cette catégorie de membre.

BRITISH COLUMBIA
Evodius M. Bantulaki
John C. Bentley
Sara Cantin
Amy Lamb
Emilie G. Walker
Yen-Kit F. Yee

QUEBEC
George Papanagiotou
Katrina Paige Silverman
Carl Tischuk

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AIC ANNUAL CONFERENCE RECAP

The 2010 Appraisal Institute of Canada conference, held at the Empress Hotel and Victoria Conference Centre in Victoria, British Columbia from June 2-5, was an exceptional success. Close to 450 delegates, companions, speakers, exhibitors and invited guests came from across Canada, the United States and China to take part in a conference full of informative, thought-provoking and educational sessions. Great networking experiences were had by all, resulting in the sharing of ideas and strategies to further develop career successes. Members came away with a positive experience as cited in the post conference evaluation responses: "The take-away is that I am still excited about being an AACI. My designation is important and it is important to my clients. It gives me renewed reasoning for encouraging new Candidates into the profession." Networking is always a strong contributor to any successful conference as identified by one of our members: "Networking and continued professional development are keys to our success."

An address by British Columbia's Lieutenant Governor, The Honourable Steven L. Point. welcomed the delegates prior to the conference being opened by keynote speaker Guy Dauncey speaking about 'A Positive Vision for a Sustainable Future.' He identified that, although our industry is working in a positive direction when it comes to sustainability, there is some work for us to do to ensure that our future and our planet remain safe, environmentally aware and responsible.

AIC extends a very special thank you to the 2010 Co-Chairs, Len Sherwood, AACI and Gordon Cavanaugh, CRA, and their conference chairs, as well as to the enthusiastic and energetic group of volunteers who dedicated their time and efforts to making this the successful AIC conference that it was.

Members were delighted with an opening address given by British Columbia's Lieutenant Governor, The Honourable Steven L. Point.

This year's Annual General Meeting was held with members participating both onsite and online as AIC's first virtual participants.

One of our most popular sessions was 'You Be the Judge,' where members experienced the role of witness in a mock trial.

Mathieu Maillet, AACI, chair of the 2011 Organizing Committee, invited delegates to join him in Moncton, New Brunswick June 8-11, 2011.

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One of our returning exhibitors: The University of British Columbia, Sauder School of Business's Yvonne Chuen.

AIC 2010 Conference eLibrary now available

If you did not have the opportunity to attend this year's conference in Victoria, or if you would like to refresh your memory, the AIC 2010 Conference eLibrary is now available. Please visit *http://www.aicanada.ca/cmsPage.aspx?id=356.* To complement those presentations, AIC has made available e-summaries. This year's e-summaries provide a synopsis of five presentations and their points of interest made by both the presenters and the participants. The available e-summaries are: Effective Networking and Communications Skills; Discounted Cash Flow; Succession Planning-Passing it Forward; Seniors' Housing; and Home Solar Power. Take advantage of these different learning opportunities.

RECOGNIZING EXCELLENCE

The Appraisal Institute of Canada (AIC) Annual Conference held in Victoria, from June 2-5, 2010 provided the occasion for the Institute to recognize a number of individuals for contributions to the AIC, and to the valuation profession.

Fellows

The title of Fellow is granted to designated members who have distinguished themselves by their exemplary contributions to the profession. This is demonstrated by a high level of excellence and achievement that has contributed to the advancement of the profession.

Bob Tipple, AACI, St. John's Newfoundland was awarded the title of Fellow in recognition of his numerous contributions to AIC initiatives. In presenting Bob with his Certificate of Fellowship, President Grant Uba spoke of his active involvement with the Institute at both the provincial and national levels during his longstanding tenure and his work as a director on the AIC Board. The president noted that despite Bob's planned summer 2010 retirement from Altus, he would continue as an AIC volunteer on the Nominating Committee. He also thanked him for his meritorious service and extraordinary assistance in advancing the purposes of theAIC

Outgoing President **Sheila Young**, AACI, was also honored by Incoming President Grant Uba, who thanked her for all her work for the Institute, and presented her with a commemorative gavel and plaque recognizing her accomplishments during her presidential term. He also recognized her many volunteer contributions, such as having lectured

Outgoing President Sheila Young, AACI, Fellow and President Grant Uba, AACI (R) thanked Bob Tipple, AACI, Fellow, who was awarded the title of Fellow in recognition of his numerous contributions to AIC initiatives.

President Grant Uba, AACI thanked outgoing President Sheila Young, AACI, Fellow for her past contributions to the Institute as he awards her with the title of Fellow.

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the first year appraisal courses and serving as an examiner with the provincial Admissions Committee; as the chapter chair of the Calgary Chapter; and serving for many years on the Appraisal Institute of Canada – Alberta Board as director, president-elect, president and past-president. President Uba conferred upon her the rank of Fellow in recognition of her commendable and longstanding service and generous assistance in advancing the goals of the AIC.

Retiring Board members

Outgoing President Sheila Young introduced the following retiring Board members and thanked them for the contributions to the Institute as they were presented with plaques recognizing their contributions during their tenure on the Board of Directors:

- **John Yannacopoulos,** AACI
- **George Maurice,** AACI

New designates

The Annual Conference provided an opportunity to recognize all who have earned their designation in the past 12 months, and a ceremonial presentation of the designation to those attending the conference. At the awards luncheon on Saturday, June 3, the names of the new 73 AACI and 81 CRA members were presented to attendees in a scrolling PowerPoint presentation. Outgoing President Sheila Young then publically recognized 12 AIC members who had achieved their designation since the conference last year in Mont Tremblant. They were:

- **Michael Murphy,** AACI
- **Melvin Lee,** AACI
- **Andrew Bisnar,** AACI
- **Stephen Blacklock,** AACI
- **Tyra Luckhurst,** AACI
- **Megan McFarlane,** AACI
- **Clifford Smirl,** AACI
- **Pedro Tavares,** AACI
- **Luke Venhuizen,** CRA
- **Sheila Orr,** AACI
- **Denis Alain,** CRA
- **Laura McConnel,** AACI

Volunteer recognition

The Saturday awards luncheon also featured a Volunteer Recognition component, during which the names of 179 volunteers who serve on AIC committees were presented to the members. President Uba asked that members join him in saluting the contributions of these individuals, noting the Institute's debt to the dedication of the many volunteers who devote countless hours to assisting the Institute reach its ambitious goals.

Outgoing President Sheila Young, AACI, Fellow thanked outgoing Director, John Yannacopoulos with a plaque marking his contributions to the AIC Board.

Outgoing President Sheila Young with newly designated members in attendance at the annual conference in Victoria.(L-R) Michael Murphy, AACI; Melvin Lee, AACI; Andrew Bisnar, AACI; Denis Alain, CRA; Sheila Young, AACI, Fellow; Megan McFarlane, AACI; Tyra Luckhurst, AACI; Clifford Smirl, AACI; and Stephen Blacklock, AACI.

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BUILDING PARTNERSHIPS – BUILDING HOMES

Four million Canadians are in need of decent, affordable housing, and when individuals and organizations choose to get involved with Habitat for Humanity they are offered a number of high impact ways to remedy this situation. They can donate funds, product or land, participate by volunteering at a local build, join a Global Village trip, or offer professional expertise.

Our professional training as appraisers has taught us how to calculate the value of a house on economic terms. Home ownership has far greater symbolism and meaning to families in need than any dollar figure we might assign to it.

During the recent Appraisal Institute of Canada (AIC) annual conference, it was with great pleasure that Grant Uba, AIC President announced that the AIC has established a formal partnership with Habitat for Humanity as the Institute's charity of choice.

In making the announcement Grant stated, "Today we are celebrating the beginning of this new partnership." He added, "AIC's commitment to Habitat for Humanity is that, over the next 2-3 years, we wish to work collaboratively with members, provincial affiliates and chapters to raise sufficient funds to be able to sponsor the build of a home in a community to be determined."

The Institute is exploring whether we could have that build coincide with an annual conference. It would be most inspiring if we, as appraisers, could all come together – not only with our financial contributions, but, in the days leading up to the conference or those immediately following it, with some sweat equity as we participate en masse in building a Habitat for Humanity house in Moncton in 2011 or in Ottawa in 2012.

AIC announced that it has formally established a partnership with Habitat for Humanity. A contribution of $10,000 was presented by Grant Uba, AACI, AIC President (R) to Ron Drane, Habitat for Humanity Board member.

The AIC Marketing and Communications Committee is responsible for this initiative. AIC will be developing a strategy to help the Institute realize our philanthropic goals that will also engage members locally with local Habitat for Humanity affiliates. This is an extremely exciting opportunity for the Institute.

Grant Uba closed by adding: "Good things come when you rally together around a meaningful cause." The AIC chose to mark this celebration of our partnership by making a $10,000 contribution towards the sponsorship of the first home that we plan to build. He concluded by saying: "I am confident that members share our vision and will also enable us to achieve this goal."

IN MEMORIAM

The following members of the Appraisal Institute of Canada have passed away. On behalf of everyone connected with the Institute and the profession, we extend our sincerest sympathies to their families, friends and associates./ *Les membres suivant de l'Institut canadien des évaluateurs sont décédés. Au nom de tous ceux qui oeuvrent de près ou de loin au sein de l'Institut et de la profession, nous exprimons nos plus sincères condoléances à les familles, amis et associés.*

John A. Flynn, Candidate– St.Mary's, ON

Barry Wood, Candidate– Montague, PEI

CRITICAL DATES

September 30, 2010 – Candidates' Course Per Year Deadline (Candidates must post their successfully completed university level courses taken between October 1, 2009 and September 30, 2010 to their CPY record online.

September 30, 2010 – Deadline for payment of member dues

December 31, 2010 – AIC designated members must complete and post electronically the completion of a minimum six new CPD credits obtained between January 1 and December 31, 2010. Random audits will take place during January 2011.

MAKE SURE YOUR PERSONAL INFORMATION IS CORRECT

It is important that your personal information in our AIC database is correct. Please go online to review your Member Profile and ensure that all of the additional information is accurate. You can then update the information where necessary. Here's how:

1. Go to *http://www.aicanada.ca/imispublic/*
2. Click LOG ON and enter your logon name and password
3. Click on MANAGE profile and contact information
4. Click Personal, Address and Designated Member Source Guide to verify or update your contact information (if you make changes be sure to click the save button)

Please call Member Services at 1-888-551-5521 or email *info@aicanada.ca* if you have questions or require assistance.

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Calendar of Events

AIC	For information contact: *info@aicanada.ca* or *www.aicanada.ca* or 1-888-551-5521
BC	**Professional Practice Seminars** **September 24 and 25, 2010 – Kamloops/Okanagan** Allan Beatty, AACI, P.App **November 19 and 20, 2010 – Lower Mainland** Larry Dybvig, AACI, P.App For information contact: *info@appraisal.bc.ca* or (604) 266-8287 or check *www.appraisal.bc.ca/*
AB	**Professional Practice Seminars (Standards) Fall 2010** October/November – Calgary and Edmonton For information contact: *info@appraisal.ab.ca* or (403) 207-7892 or check *www.appraisal.ab.ca*
SK	**Professional Practice Seminar** September 17-18, 2010 – Saskatoon **Fall Professional Development Conference** October 22, 2010 – Saskatoon For information contact: Marilyn Steranka at *skaic@sasktel.net* or (306) 352-4195 or check *www.skaic.org/*
MB	**Commercial Division of the WinnipegREALTORS® and the Appraisal Institute of Canada - Manitoba's 4th Annual Joint Golf Tournament** August 25, 2010 - St. Boniface Golf Course **Professional Development Breakfast Seminar** What is up with CentreVenture? Presented by Ross McGowan, President & CEO, CentreVenture Thursday, August 26, 2010 **Professional Practice Seminar** October 1 and 2, 2010 - Victoria Inn, Winnipeg Instructor: Deana Halladay, CRA **AGM & PD Seminar Series** October 27, 2010 - Norwood Hotel, Winnipeg PD Seminar Series with AIC's Robert Patchett, LL.B, CD Candidates' Forum, Members' Forum, Reception and 2010 AGM For information contact: Kelly Tole at *mbaic@mts.net* or (204) 943-1177 or check *http://mb.aicanada.ca*
ON	**Professional Practice Seminar** October 22 and 23, 2010 - London Instructor: Brian Varner October 29 and 30, 2010 - Toronto Instructor: Ray Bower December 3 and 4, 2010 - Peterborough Instructor: Michael Mendela **Preparing Appraisal Reports for Government and Public Entities** September 17, 2010 - Toronto (downtown) **Making Client Meetings Count: Mastering Your Client Interviewing Skills!** September 27, 2010 – Chatham 5:30 pm – 8:30 pm • Speaker: Michael Lewis **Fall Academy** September 24, 2010 - Toronto For information or to register log onto *www.oaaic.on.ca* or contact: Lorraine Azzopardi at *lorraine@oaaic.on.ca* or (416) 695-9333
QC	For information contact: Ginette St-Jean at *aqice@qc.aira.com* or (450) 454-0377 or check *http://qc.aicanada.ca*
NB	For information contact: Louise Reid at *nbarea@nb.aibn.com* or (506) 450-2016 or check *http://www.nbarea.org/*
NS	**Atlantic Regional Appraisers Conference** October 1-3, 2010 - Prince George Hotel, Halifax Two educational streams - Commercial and Residential Social events: harbour cruise, dinner and downtown tour For information contact: Davida Mackay at *nsreaa@nsappraisal.ns.ca* or (902) 422-4077 or check *www.nsappraisal.ns.ca/*
PEI	**Adjustment Support in the Direct Comparison Approach 1.5 day education session** September 17 and 18, 2010 - Charlottetown For information contact: Suzanne Pater at *peiaic@xplornet.com* or (902) 368-3355
NL	For information contact: Susan Chipman *naaic@nf.aibn.com* or (709) 753-7644

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