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Appraiser Company Name: appraisal company _____ Appraiser File # _____	
Appraiser: xappraiser _____ Co-appraiser (if applicable): XCO-APR _____	
Appraiser address: appr address _____	
City: appr city _____ State: appr state _____	
Appr. appr _____ Rev. x: appr/rev _____ E-mail appraisal _____	
Antiquated Sales Price: \$ ANT VALUE _____ SALIENT FACTS AND CONCLUSIONS	
Appraisal Market Period: _____ (p. 1) Maintaining Inspections _____	
Not to exceed 120 days (p. 2) Client instructions: Not to exceed 000 days (p. 3) Adverse: Externals/End _____	
Appearance: "as is" (p. 3) Client instructions: _____ (p. 3) Adverse: Environmental _____	
Date of Value Opinion (Effective Date): AS OF DATE _____ (p. 3) Apparment Modifications _____	
Subject Property Listing Information _____ (p. 2) Adverse: Conditions Reg _____	
Is the subject property currently listed? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No Recommended Repairs _____	
Current List Price: \$ List Price _____ days on market: 128 days New Construction Comp _____	
Description of improvements _____ (p. 2) Detached Market Comp _____	
Actual Age (Yrs): AGE _____ Bedroom: XBEDS Baths: 1+5 Final sale of Seller Comp _____	
Condition: XGLA square feet _____ Adverse: Financing Comp _____	
Overall Historic Price Trend: _____ (p. 4) Current Supply/Demand Status _____	
<input checked="" type="checkbox"/> Increasing <input type="checkbox"/> Decreasing <input type="checkbox"/> Stable <input type="checkbox"/> Unstable <input type="checkbox"/> Under Supply <input type="checkbox"/> In Balance <input type="checkbox"/> Over Supply	
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		6/8/2009			9/17/2009			9/17/2009			
		126400			121500			127000			
		50x80			50x80			50x80			
/ good		/ good			/ good			/ good			
		2-story			2-story			2-story			
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T H I N K G R E E N





Grant Uba, AACI
AIC President

Visions of our future

I have served the Appraisal Institute of Canada (AIC) to assist Candidates and CRAs in our profession. The most personally rewarding opportunity I have had was the interviewer for the introductory interview between Candidates and mentors held at the time the Candidate enters the Applied Experience Program (AEP). I was a member of the Board of Examiners in Ontario from January 2004 to May 2008, charged with the sole task of reviewing the guidelines for the AEP and the expectations placed on both the Candidate and the mentor for successful completion of the AEP in the interview with Candidate and mentor. I had the opportunity to speak with about 300 Candidates and mentors in approximately 150 introductory interviews and many Candidates frequently spoke about their aspirations for their careers as designated members in the AIC.

With every issue of *Canadian Property Valuation* (formerly *The Canadian Appraiser*), I look for Candidates who I interviewed to see who has been successful in achieving an AIC designation. I always welcome the opportunity to put a face to the name of a Candidate and mentor who I interviewed at a chapter, seminar or annual meeting, and to discuss their employment and career aspirations.

I approached the Board of Directors to consider establishing a CRA Task Force in September 2007. I was subsequently tasked with being the Chair from October 2007 until June 2008, when I was elected Vice President of the AIC. The objectives of the CRA Task Force were:

- to encourage CRAs to identify the issues of primary concern to the CRA membership;
- to bring forward suggestions for consideration by the AIC Executive and Board of Directors;
- to permit CRAs to exchange ideas about their career paths; and
- to create a forum to obtain information about building successful practices.

In June of 2008, I presented a report from the CRA Task Force to the Board of Directors, in which the Task Force requested the Board of Directors consider re-examining the degree requirement for the CRA designation, given the change in business conditions for residential valuations. The report was received by the Board and was forwarded to the Professional Qualifications and Competency Committee (PQCC) for consideration and subsequent recommendation to the Board. After its deliberations, the PQCC recommended to the Board that the degree requirement for the CRA continue. The recommendation was accepted by the Board, thereby confirming continuation of the degree requirement for the CRA.

A university degree is held as one of the criteria for a truly professional designation. The Board of Directors acted strategically in making a university degree one of the criteria for eligibility of its professional designations. A Candidate for the AACI designation has been required to have a university degree at the time of eligibility since January 1, 1998. In recognition of the CRA being a professional designation, a Candidate for the CRA has been required to have a university degree at the time of eligibility since January 1, 2006. Since a university degree is a requirement for either designation, the eligibility for Candidate member status, effective January 1, 2007, requires the applicant to hold a university degree or to have completed all curriculum requirements (university and AIC courses) for the AACI less 10 courses.

Our membership is aging and the Candidates who have joined the AIC after January 1, 2006 and who earned their designations after January 1, 2006 represent the future of the AIC. They will drive the profession and they will be tomorrow's leaders of the AIC. While a membership survey was recently conducted of all members, I believe it is important for older members, designated and Candidates alike, to know the visions that the 'youth' of our membership hold on their designations and careers. Consequently, Candidates who joined after January 1, 2006 and members receiving their designation after January 1, 2006 were invited to respond to separate questionnaires. Approximately 1,300 Candidates and designated members were invited to respond. The number of responses was 292 from designated members and 269 from Candidates, representing 561 responses, or approximately 43% of the number invited. A summary of their responses follows.

Effective January 1, 2006, the degree requirement for the CRA has resulted in significant change in the educational background of the Candidate membership from January 1, 2000 to August 18, 2010 (the later date the statistics were compiled.) The Candidates who responded break down as follows:

- Candidates joining before January 1, 2000:

Number of Candidates	143
University degree	32 (22.4%)
No degree	111 (77.6%)
- Candidates joining between January 1, 2000 and December 31, 2005:

Number of Candidates	533
University degree	153 (28.7%)
No degree	380 (71.3%)

"Our membership is aging and the Candidates who have joined the AIC after January 1, 2006 and who earned their designations after January 1, 2006 represent the future of the AIC. They will drive the profession and they will be tomorrow's leaders of the AIC."

- Candidates joining in 2006 (first year after degree requirement effective January 1, 2006):

Number of Candidates	158
University degree	89 (56.3%)
No degree	69 (43.7%)

- Candidates joining between January 1, 2007 to August 18, 2010:

Number of Candidates	456
University degree	338 (74.1%)
No degree	118 (25.9%)

The percentage of Candidates with a university degree who joined in calendar year 2006, as of mid-August 2010, was 56.3%, up from 28.7% for the Candidates with join dates between January 1, 2000 and December 31, 2005. For Candidates joining between January 1, 2007 and August 18, 2010, the percentage with a university degree increased to 74.1%. As for the 25.9% who joined between January 1, 2007 to August 31, 2010, they would have met the alternative requirement for Candidate member status of all curriculum requirements for the AACI (university and all courses) less 10 courses.

In April 2008, the 189 Candidates who joined the AIC after January 1, 2007 were asked what designation they were pursuing:

- 72 of 108 responses (66.7%) indicated they were pursuing the AACI;
- 18 (16.7%) indicated they were pursuing the CRA first then pursuing the AACI; and
- 18 (16.7%) indicated they were pursuing the CRA.
- Of the 108 responses, 83.4% of the post January 1, 2007 Candidates indicated their goal was to achieve the AACI.

In my questionnaire to the Candidates, they were asked their designation aspirations:

- Of the 263 respondents, 159 (60.5%) indicated they were pursuing the AACI;
- 45 (17.1%) the CRA first, then the AACI; and
- 59 (22.4%) the CRA.
- Of the 263 respondents, 77.6% indicated they were or were eventually aspiring to the AACI.

It appears the requirement for a degree for the Candidate membership and for the AIC designations has not been a barrier for application to the AIC.

The post-January 1, 2006 Candidates and designated members were asked to provide their opinion on the degree requirement for the CRA designation. Their responses are:

University Degree Requirement for CRAs				
	Candidates		Designated members	
	Number	Percentage	Number	Percentage
A university degree should continue to be required	183	71.2%	145	52.0%
A university degree should not be required	51	19.8%	88	31.5%
A university degree should be required, but only if the scope of practice for CRAs is expanded	23	8.9%	46	16.5%
Total	257	100.0%	279	100.0%

While 71.2% of the Candidate respondents indicated the degree requirement should continue for the CRA designation, 52.0% of the designated member respondents also indicated continuation of the degree requirement. 19.8% of the Candidate respondents and 31.5% of the designated member respondents indicated there should be no university degree requirement for the CRA.

In addition, 8.9% of the Candidate respondents and 16.5% of the designated member respondents indicated the university degree requirement should continue for the CRA, if the scope of practice for CRAs is expanded.

I asked the Candidates and designated members their opinions on the issue of Candidate co-signing, and their responses follow:

Candidate Co-signing				
	Candidates		Designated members	
	Number	Percentage	Number	Percentage
Yes	147	57.6%	117	42.1%
No	108	42.4%	161	57.9%
Total	255	100.0%	278	100.0%

The responses of the Candidates and designated members are opposite. While 57.6% of the Candidates say yes to continuation of Candidate co-signing, 57.9% of designated members say no. While 42.4% of designated members say yes, 42.4% of Candidates say no.



On the Course per Year requirement for Candidates, the Candidates and designated members responded as follows:

One Course per Year Requirement				
	Candidates		Designated members	
	Number	Percentage	Number	Percentage
This is appropriate	139	54.7%	203	72.2%
This is not necessary; Candidates should pursue their studies at their own pace within the 10-year deadline.	115	45.3%	78	27.8%
Total	254	100.0%	281	100.0%

The designated members' history with completion of their coursework and, subsequently, receiving their designation could be a factor in the 72.2% response rate for the one course per year being appropriate.

There has been anxiety and consternation among members as to what decisions the Board of Directors may make regarding the AIC designations. Consequently, the Candidates and designated members were asked for their opinions on the AIC designations. Their responses were:

The AIC Designations				
	Candidates		Designated members	
	Number	Percentage	Number	Percentage
Return to having the AACI as the only designation.	53	20.7%	41	14.6%
Continue to have both designations	150	58.6%	158	56.2%
Expand the scope of the CRA to allow members to do additional work as well as residential appraisals	53	20.7%	82	29.2%
Total	256	100.0%	281	100.0%

"Respondents have indicated that Candidates should have voting rights, with reservation on voting on matters affecting the designations."

Both Candidates, at a 58.6% response rate, and designated members, at 56.2%, indicated the CRA and the AACI should continue. Given the percentage of Candidates who aspire to earn the AACI, it is not surprising that the percentage indicating a return to only the AACI is greater than the percentage of responses of the designated members. 20.7% of the Candidate respondents and 29.2% of the designated member respondents have indicated the scope of practice for CRAs needs to be expanded.

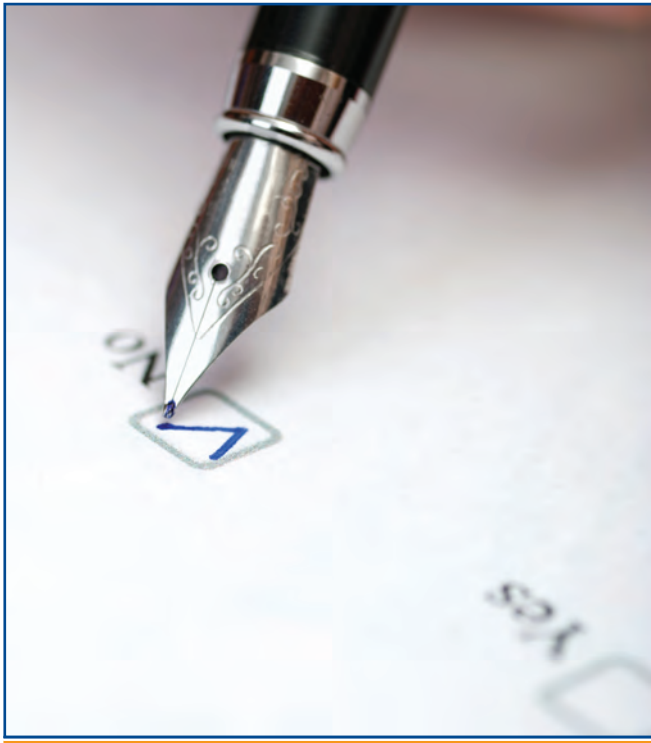
Governance is an important aspect of the AIC. The Board can define membership classes and determine the rights of members, including the right to vote, in the Bylaws, with the approval of 67% of the membership voting at an annual meeting. There is nothing in the *Canada Corporations Act* that precludes a Candidate from having a vote at the meeting of the members. Changes to the governance of the AIC will be required when *Bill C-4*, the *Canada Not-for-Profit Corporations Act*, which received Royal Assent on June 23, 2009, is proclaimed into law. The new Act will require the membership to consider amendments to the Bylaws regarding member voting rights. Since the proclamation of *Bill C-4* is expected most likely sometime in 2011, I thought it relevant to ask the Candidates and designated members their opinion on Candidates having the right to vote at meetings of the members. Their responses follow:

Candidate Voting at Annual Meeting of Members				
	Candidates		Designated members	
	Number	Percentage	Number	Percentage
Candidates should not have a vote	52	21.7%	121	45.1%
Candidates should have a vote	141	58.8%	75	28.0%
Candidates should have a vote, but only on matters not affecting the designations	47	19.6%	72	26.9%
Total	240	100.0%	268	100.0%

A total of 78.4% of the Candidate respondents and a total of 54.9% of the designated member respondents have indicated that Candidates should have voting rights, with reservation on voting on matters affecting the designations.

The Candidates and designated members were asked to provide their visions of the AIC in 10 to 15 years, the AIC designations in 10 to 15 years, their careers in 10 to 15 years, and the role of the AIC. Because of space limitations, I will provide brief summaries in tabular form on only their visions of the AIC designations and their careers.

There is some consensus on some of the questions. However, the AIC has two designations that differ in their focus, and it should not be surprising that there are differences in the responses between Candidates and designated members that, for the most part, are based on the designation that



Vision of the future of the AIC designations in 10 to 15 years	
Designated members	Candidates
Continuation and support of both CRA and AACI with greater recognition as preminent valuation designations in Canada.	
Continuation of the degree requirement will enhance the CRA.	Since 71.2% of the respondents indicated the continuation of the degree requirement for the CRA, there were opinions that the CRA designation will be strengthened.
While some indicated that the CRA will be the leading residential designation in Canada, respondents indicated there are threats that will undermine the prestige, the credibility and the continuation of the CRA, i.e., AMCs, AVMs, and lending institutions recognizing designations of other appraisal organizations.	
There will be a requirement for specialization for members holding either designation.	
Need to expand the scope for CRA to maintain the designation.	
Given the question on the AIC designations, there are opinions expressing there should only be the AACI.	
Although there was no specific question on Option B, colloquially referred to as the fast track to the AACI for existing CRAs, on the questionnaire, there were many opinions expressed that existing CRAs should not be given the opportunity to fast track to the AACI because it would undermine the AACI, if the AACI was granted to a CRA without a degree. In addition, there was concern expressed that there would be increasing competition among AACIs with fast tracking CRAs. On the other hand, there were opinions indicating that existing CRAs should be given the opportunity to fast track to the AACI with or without a university degree.	
Given the trend for Candidates pursuing the AACI, there will be a decreasing number of CRAs	

Vision of your career in 10 to 15 years	
Designated members	Candidates
21 of the 194 respondents (10.8%) indicated that they would have the AACI.	47 of the 161 respondents (29.2%) indicated they will have the AACI
44 respondents (22.7%) indicated that they will be or most likely be retired.	6 respondents (3.7%) indicated that they would achieve the CRA first followed by the AACI.
There needs to be an expanded scope of work for the CRA designation beyond residential up to four units.	11 respondents (6.8%) indicated that they will have the CRA
Residential respondents indicated that they have specialized or will be finding areas of specialization to continue their practices in residential.	Consulting, advisory, specialization and niche markets holds the future for 25 respondents (15.5%) working in non-residential and for 7 respondents (4.4%) working in residential.
Non-residential respondents indicated they hope to have specialized practices, to work in consulting and advisory, and to work nationally and globally.	11 respondents (6.8%) indicated that they would be providing advisory and consulting services as employees with large investment or development firms or in government.
	Many members indicated that they will continue to be working, but did not identify the area in which they would be working
	10 respondents (6.2%) indicated withdrawing from the AIC for reasons of the degree requirement for CRAs, low fees, or retirement.

the Candidate aspires to or the designation the designated member holds or aspires to the AACI.

I would like to thank the Candidates and designated members who accepted my invitation to respond to my questionnaires. In my opinion, you are the future of the AIC and your visions for the AIC need to be heard and considered. My fellow Directors will receive this report in advance of publication in *Canadian Property Valuation* to assist in decisions the Board of Directors will be making at its meeting and in its planning session in early November 2010. Your assistance and input has been received with great appreciation. 📊

NOTE: The sum of the percentages in the article and in the tables may not add to 100.0%. The percentages and their sums were developed in Excel with the percentages rounded to one decimal place.

Grant Uba, AACI
Président de l'ICE

Visions de notre avenir

J'ai servi l'Institut canadien des évaluateurs (ICE) pour appuyer les stagiaires et les CRA de notre profession. L'expérience personnelle la plus enrichissante que j'ai vécue est celle où j'ai conduit l'entrevue de présentation entre des stagiaires et des mentors au moment où les stagiaires entreprennent le Programme d'expérience appliquée (PEA). J'ai siégé au Conseil des examinateurs pour l'Ontario de janvier 2004 à mai 2008, alors que ma seule tâche consistait à revoir les lignes directrices du PEA et les exigences auxquelles les stagiaires autant que les mentors sont astreints en ce qui concerne l'accomplissement du PEA lors de l'entrevue avec ceux-ci. J'ai eu la chance de m'entretenir avec quelque 300 stagiaires et mentors dans le cadre d'environ 150 entrevues de présentation, et de nombreux stagiaires m'ont fait part de leurs aspirations pour leurs carrières en tant que membres accrédités de l'ICE.

Dans chaque numéro du magazine *Évaluation immobilière au Canada* (anciennement *L'évaluateur canadien*), je recherche les stagiaires que j'ai interviewés afin de reconnaître ceux qui ont obtenu l'accréditation de l'ICE. J'ai toujours beaucoup de plaisir à mettre un visage sur les noms d'un stagiaire et d'un mentor que j'ai interviewés dans un chapitre, un séminaire ou une assemblée annuelle et qui ont partagé avec moi les rêves qu'ils entretenaient à l'égard de leurs emplois et leurs carrières.

J'ai demandé au Conseil d'administration d'envisager la création d'un Groupe de travail sur les CRA en septembre 2007. On m'a ensuite demandé de présider le groupe, d'octobre 2007 à juin 2008, lorsque j'ai été élu vice-président de l'ICE. Les objectifs du Groupe de travail sur les CRA étaient les suivants :

- Encourager les CRA à identifier les principales préoccupations au sujet des membres CRA;
- Transmettre les suggestions à l'Exécutif et au Conseil d'administration de l'ICE à des fins d'étude;
- Permettre aux CRA d'échanger des idées sur leur cheminement de carrière; et
- Créer un forum d'information sur la constitution de pratiques à succès.

En juin 2008, j'ai présenté au Conseil d'administration un rapport du Groupe de travail sur les CRA, dans lequel nous lui demandions de réexaminer les exigences relatives aux diplômes pour l'obtention du titre de CRA à la lumière des nouvelles conditions commerciales entourant l'évaluation rési-

dentielle. Le Conseil d'administration a transmis le rapport au Comité sur les qualifications et les compétences professionnelles (CQCP) pour qu'il en fasse l'analyse et formule des recommandations au Conseil. Après délibération, le CQCP a recommandé au Conseil de maintenir les exigences relatives aux diplômes pour l'obtention du titre de CRA. Le Conseil a accepté la recommandation, confirmant ainsi le maintien des exigences.

Le diplôme universitaire est l'un des critères associés à un véritable titre professionnel. Le Conseil d'administration a agi de façon stratégique en faisant du diplôme universitaire un critère d'admissibilité à ses titres professionnels. Un stagiaire qui convoite le titre AACI doit détenir un diplôme universitaire au moment de son admissibilité depuis le 1^{er} janvier 1998. Pour avoir droit au titre CRA comme accréditation professionnelle, un candidat doit détenir un diplôme universitaire au moment de son admissibilité depuis le 1^{er} janvier 2006. Comme le diplôme universitaire est une exigence pour l'un ou l'autre titre, l'admissibilité du stagiaire au statut de membre exige, depuis le 1^{er} janvier 2007, qu'il possède un diplôme universitaire ou qu'il ait rempli toutes les exigences du curriculum (cours universitaires et cours de l'ICE) pour le titre AACI moins 10 cours.

Nos membres vieillissent, alors que les stagiaires qui se sont joints à l'ICE depuis le 1^{er} janvier 2006 et qui obtiennent leur titre après cette date représentent l'avenir de l'ICE. Ils seront la force vive de la profession et les prochains leaders de l'Institut. Même si une étude des effectifs a été réalisée récemment, je crois qu'il est important pour les membres plus âgés, qu'ils soient accrédités ou stagiaires, de savoir comment nos jeunes membres perçoivent leurs titres et leurs carrières. Par conséquent, on a demandé aux stagiaires arrivés depuis le 1^{er} janvier 2006 et aux membres ayant reçu leur titre après cette date de répondre à des questionnaires distincts, les deux groupes totalisant environ 1 300 personnes. De ce nombre, 292 membres accrédités et 269 stagiaires ont répondu aux questionnaires, pour un total de 561 réponses ou environ 43 % des personnes invitées. Un résumé de leurs réponses apparaît plus bas.

Les exigences relatives aux diplômes pour le titre CRA, en vigueur depuis le 1^{er} janvier 2006, ont modifié considérablement le niveau de scolarité des membres stagiaires du 1^{er} janvier 2000 au 18 août 2010 (dernière date de compilation des statistiques). Voici la ventilation des stagiaires qui ont répondu :

« Nos membres vieillissent, alors que les stagiaires qui se sont joints à l'ICE depuis le 1^{er} janvier 2006 et qui obtiennent leur titre après cette date représentent l'avenir de l'ICE. Ils seront la force vive de la profession et les prochains leaders de l'Institut. »

- Stagiaires arrivés avant le 1^{er} janvier 2000 :
 Nombre de stagiaires 143
 Diplôme universitaire 32 (22,4 %)
 Sans diplôme 111 (77,6 %)
- Stagiaires arrivés du 1^{er} janvier 2000 au 31 décembre 2005 :
 Nombre de stagiaires 533
 Diplôme universitaire 153 (28,7 %)
 Sans diplôme 380 (71,3 %)
- Stagiaires arrivés en 2006 (première année suivant les exigences relatives aux diplômes entrées en vigueur le 1^{er} janvier 2006) :
 Nombre de stagiaires 158
 Diplôme universitaire 89 (56,3 %)
 Sans diplôme 69 (43,7 %)
- Stagiaires arrivés du 1^{er} janvier 2007 au 18 août 2010 :
 Nombre de stagiaires 456
 Diplôme universitaire 338 (74,1 %)
 Sans diplôme 118 (25,9 %)

Parmi les stagiaires arrivés durant l'année civile 2006, comme on l'a constaté à la mi-août 2010, 56,3 % possédaient un diplôme universitaire, comparativement à 28,7 % des stagiaires arrivés du 1^{er} janvier 2000 au 31 décembre 2005. Cette proportion atteint 74,1 % chez les stagiaires arrivés du 1^{er} janvier 2007 au 18 août 2010. Quant aux 25,9 % arrivés du 1^{er} janvier 2007 au 31 août 2010, ils auraient satisfait à l'exigence optionnelle du statut de membre stagiaire en ce qui concerne toutes les exigences du curriculum touchant le titre AACI (cours universitaires et tous les cours) sauf 10 cours.

En avril 2008, on a demandé aux 189 stagiaires arrivés à l'ICE après le 1^{er} janvier 2007 quel titre ils souhaitaient obtenir :

- 72 des 108 répondants (66,7 %) ont indiqué le titre AACI;
- 18 (16,7 %) ont indiqué le titre CRA d'abord, puis le titre AACI; et
- 18 (16,7 %) ont indiqué le titre CRA.
- Dans les 108 réponses, 83,4 % des stagiaires arrivés après le 1^{er} janvier 2007 ont indiqué qu'ils souhaitaient obtenir le titre AACI.

Dans mon questionnaire, j'ai demandé aux stagiaires à quel titre ils aspiraient :

- Parmi les 263 répondants, 159 (60,5 %) ont indiqué le titre AACI;
- 45 (17,1 %) ont indiqué le titre CRA d'abord, puis le titre AACI; et
- 59 (22,4 %) ont indiqué le titre CRA.

- Parmi les 263 répondants, 77,6 % ont indiqué qu'ils convoitaient ou aspireraient éventuellement au titre AACI.

Il semble que l'exigence d'un diplôme pour les membres stagiaires et les titres de l'ICE n'a pas été un obstacle aux demandes d'adhésion présentées à l'Institut.

On a demandé aux stagiaires et aux membres accrédités après le 1^{er} janvier 2006 ce qu'ils pensaient des exigences relatives aux diplômes pour le titre CRA. Voici ce qu'ils ont répondu :

Exigence d'un diplôme universitaire pour les CRA				
	Stagiaires		Membres accrédités	
	Nombre	Pourcentage	Nombre	Pourcentage
Un diplôme universitaire devrait demeurer obligatoire	183	71,2 %	145	52,0 %
Un diplôme universitaire ne devrait pas être obligatoire	51	19,8 %	88	31,5 %
Un diplôme universitaire devrait être obligatoire seulement si la pratique des CRA est étendue	23	8,9 %	46	16,5 %
Total	257	100,0 %	279	100,0 %

Alors que 71,2 % des stagiaires ont indiqué que l'on devrait maintenir les exigences relatives aux diplômes pour le titre CRA, 52,0 % des membres accrédités étaient du même avis. 19,8 % des stagiaires et 31,5 % des membres accrédités ont indiqué qu'il ne devrait pas y avoir d'exigences relatives aux diplômes universitaires pour le titre CRA. De plus, 8,9 % des stagiaires et 16,5 % des membres accrédités ont indiqué que l'on devrait maintenir les exigences relatives aux diplômes universitaires pour les CRA seulement si leur pratique est étendue.

J'ai demandé aux stagiaires et aux membres accrédités ce qu'ils pensaient de la cosignature des stagiaires. Voici ce qu'ils ont répondu :

Cosignature des stagiaires				
	Stagiaires		Membres accrédités	
	Nombre	Pourcentage	Nombre	Pourcentage
Oui	147	57,6 %	117	42,1 %
Non	108	42,4 %	161	57,9 %
Total	255	100,0 %	278	100,0 %



Les réponses des stagiaires et des membres accrédités sont à l'opposé. Tandis que 57,6 % des stagiaires favorisent le maintien de la cosignature des stagiaires, 57,9 % des membres accrédités se prononcent contre. Alors que 42,1 % des membres accrédités se disent en faveur, 42,4 % des stagiaires s'y opposent.

En ce qui concerne l'exigence d'un cours par année pour les stagiaires, voici ce que les stagiaires et les membres accrédités ont répondu :

Exigence d'un cours par année				
	Stagiaires		Membres accrédités	
	Nombre	Pourcentage	Nombre	Pourcentage
C'est approprié	139	54,7 %	203	72,2 %
Ce n'est pas nécessaire; les stagiaires devraient poursuivre leurs études à leur rythme avant l'échéance de dix ans	115	45,3 %	78	27,8 %
Total	254	100,0 %	281	100,0 %

L'histoire des membres accrédités touchant l'achèvement de leurs travaux de cours et l'obtention de leur titre pourrait être un facteur du taux de réponse de 72,2 % à l'effet qu'un cours par année est approprié.

Certains membres se sont dits inquiets, voire consternés, par les décisions que pourrait prendre le Conseil d'administration au sujet des titres de l'ICE. On a donc décidé de demander aux stagiaires et aux

membres accrédités ce qu'ils pensaient des titres de l'Institut. Voici ce qu'ils ont répondu :

Titres de l'ICE				
	Stagiaires		Membres accrédités	
	Nombre	Pourcentage	Nombre	Pourcentage
Revenir à l'AACI comme seul titre	53	20,7 %	41	14,6 %
Conserver les deux titres	150	58,6 %	158	56,2 %
Augmenter la portée du titre CRA pour que les membres puissent remplir d'autres tâches comme l'évaluation résidentielle	53	20,7 %	82	29,2 %
Total	256	100,0 %	281	100,0 %

Les stagiaires (58,6 %) aussi bien que les membres accrédités (56,2 %) ont indiqué qu'il fallait conserver les deux titres. Étant donné la proportion de stagiaires qui aspirent au titre AACI, il n'est pas étonnant que la proportion favorisant le retour à l'AACI comme seul titre soit plus élevée que le taux de réponse des membres accrédités. 20,7 % des stagiaires et 29,2 % des membres accrédités ont indiqué qu'il fallait élargir la portée de la pratique des CRA.

La gouvernance est une facette importante de l'ICE. Le Conseil peut définir dans les statuts les catégories de membres ainsi que leurs droits, y compris le droit de vote, avec l'approbation de 67 % des membres votants à l'assemblée annuelle. Aucune disposition de la *Loi sur les corporations canadiennes* n'interdit à un stagiaire d'exercer son droit de vote à l'assemblée des membres. Il faudra modifier la gouvernance de l'ICE lorsque le Projet de loi C-4 : *Loi canadienne sur les organisations à but non lucratif*, qui a reçu la sanction royale le 23 juin 2009, entrera en vigueur. La nouvelle Loi exigera des membres qu'ils songent à modifier les statuts concernant le droit de vote des membres. Comme il est fort probable que le Projet de loi C-4 soit proclamé au cours de l'année 2011, j'ai pensé qu'il serait pertinent de demander aux stagiaires et aux membres accrédités leur avis sur les stagiaires qui ont le droit de voter aux assemblées des membres. Voici ce qu'ils ont répondu :

Stagiaires votant à l'assemblée annuelle des membres				
	Stagiaires		Membres accrédités	
	Nombre	Pourcentage	Nombre	Pourcentage
Les stagiaires ne devraient pas voter	52	21,7 %	121	45,1 %
Les stagiaires devraient voter	141	58,8 %	75	28,0 %
Les stagiaires devraient voter, mais seulement sur les questions ne touchant pas les titres	47	19,6 %	72	26,9 %
Total	240	100,0 %	268	100,0 %



« Il semble que l'exigence d'un diplôme pour les membres stagiaires et les titres de l'ICE n'a pas été un obstacle aux demandes d'adhésion présentées à l'Institut. »

En tout, 78,4 % des stagiaires et 54,9 % des membres accrédités ont indiqué que les stagiaires devraient avoir le droit de voter, sauf sur les questions liées aux titres.

On a demandé aux stagiaires et aux membres accrédités de se projeter en avant de 10 ou 15 ans et de nous dire comment ils entrevoient l'ICE, ses titres, son rôle, de même que leurs carrières. Faute d'espace, je me limiterai à résumer dans un tableau les visions qu'ils ont exprimées sur les titres de l'ICE et sur leurs carrières.

Il existe un certain consensus autour de quelques questions. Toutefois, l'ICE offre deux titres dont les objectifs diffèrent. Il n'est donc pas surprenant que les réponses des stagiaires et des membres accrédités diffèrent égale-

Visions des titres de l'ICE dans 10 ou 15 ans	
Membres accrédités	Stagiaires
Les titres CRA et AACI devraient être maintenus, supportés et davantage reconnus comme titre de choix en évaluation au Canada.	
Le maintien des exigences relatives aux diplômes améliorera le titre CRA.	Comme 71,2 % des répondants ont indiqué qu'il fallait maintenir les exigences relatives aux diplômes pour le titre CRA, d'aucuns croyaient que le titre CRA en serait consolidé.
Alors que certains ont indiqué que le titre CRA sera l'accréditation résidentielle prépondérante au Canada, les répondants ont indiqué que certains facteurs nuiront au prestige, à la crédibilité et au maintien du titre, soit les CGE, les MEA et les établissements de crédit qui reconnaissent les accréditations d'autres organisations ou ordre d'évaluateur.	
Une exigence de spécialisation visera les membres détenant l'un des titres.	
Il faut élargir la portée du titre CRA pour maintenir l'accréditation.	
Répondant à la question posée sur les titres de l'ICE, certains sont d'avis que seul le titre AACI devrait exister.	
Même si le questionnaire ne posait pas de question spécifique sur la deuxième option, couramment appelée raccourci des CRA actuels vers le titre AACI, plusieurs répondants ont émis l'opinion que les CRA actuels ne devraient pas avoir l'opportunité d'emprunter ce raccourci, car cela dévaloriserait le titre AACI s'il était accordé à un CRA non diplômé. En outre, on craignait que la concurrence augmente entre les AACI en raison des raccourcis empruntés par les CRA. En revanche, certains répondants étaient d'avis que l'on devrait permettre aux CRA actuels de prendre le raccourci, qu'ils détiennent un diplôme universitaire ou non.	
Étant donné la tendance des stagiaires qui poursuivent le titre AACI, le nombre de CRA diminuera.	

Vision de votre carrière dans 10 ou 15 ans

Membres accrédités	Stagiaires
21 des 194 répondants (10,8 %) ont indiqué qu'ils obtiendraient le titre AACI.	47 des 161 répondants (29,2 %) ont indiqué qu'ils poursuivront le titre AACI.
44 répondants (22,7 %) ont indiqué qu'ils seront à la retraite ou qu'ils seront le plus vraisemblablement à la retraite.	6 répondants (3,7 %) ont indiqué qu'ils obtiendraient d'abord le titre CRA, puis le titre AACI.
Les tâches des détenteurs du titre CRA doivent être étendues aux immeubles résidentiels qui comptent jusqu'à quatre unités d'habitation.	11 répondants (6,8 %) ont indiqué qu'ils obtiendront le titre CRA.
Les répondants résidentiels ont indiqué qu'ils se sont spécialisés ou qu'ils trouveront des secteurs de spécialisation afin de pour poursuivre leurs pratiques dans l'évaluation résidentielle.	Les secteurs de consultation, la prestation de conseils, de spécialisation et des marchés à créneaux sont les plus prometteurs pour l'avenir, selon 25 répondants (15,5 %) faisant de l'évaluation non résidentielle et selon 7 répondants (4,4 %) faisant de l'évaluation résidentielle.
Les répondants non résidentiels ont indiqué qu'ils espèrent exercer des pratiques spécialisées, offrir des services de consultation et de conseil, en plus de travailler au pays et à travers le monde.	11 répondants (6,8 %) ont indiqué qu'ils fourniraient des services de conseil et de consultation comme employés d'une grande entreprise d'investissement ou de développement, ou comme employés du gouvernement.
	Plusieurs membres ont indiqué qu'ils continueront à travailler, sans préciser dans quel secteur.
	10 répondants (6,2 %) ont indiqué qu'ils quittaient l'ICE en raison des exigences relatives aux diplômes pour les CRA, des faibles honoraires ou de la retraite.

ment, surtout à cause du titre auquel aspire le stagiaire ou du titre AACI que le membre accrédité détient ou convoite.

Je tiens à remercier les stagiaires et les membres accrédités qui ont accepté de répondre à mes questionnaires. À mon avis, vous représentez l'avenir de l'ICE et tous les intervenants doivent connaître et réfléchir aux visions que vous avez partagées au sujet de l'Institut. Mes collègues administrateurs recevront ce rapport avant sa parution dans la revue *Évaluation immobilière au Canada* pour appuyer les décisions que prendra le Conseil d'administration à son assemblée et à sa séance de planification au début de novembre 2010. J'ai beaucoup apprécié votre aide et votre contribution. 🇨🇦

REMARQUE : La somme des pourcentages de l'article et des tableaux peut ne pas totaliser 100,0 %. Les pourcentages et leurs sommes ont été traités avec Excel, qui arrondissait les pourcentages à une décimale.

Staying at the top of your profession



Georges Lozano, MPA
AIC Chief Executive Officer

All your hard work has finally paid off. You have earned your professional designation from the Appraisal Institute of Canada (AIC). Where do you go from here? The first thing to remember is that this milestone does not represent the end of your journey. Instead, you should look at it as the beginning of your career as a professional. Obtaining your designation was a starting point for a career that has unlimited potential for growth and development. How far you go with your profession will depend largely on how you manage and develop it over time.

As a designated member of the Institute, you will have to fulfill certain obligations to maintain your good standing. These include adhering to the *Standards* and the *Code of Conduct*, and fulfilling the requirements for continuing professional development. As a professional, you will want to give back to the profession and this can be done through your work as a role model, mentor, and volunteer.

In all likelihood, the first thing you will want to do is acquire more general experience, a process that began when you entered the applied experience program as a Candidate. The course of study that led you to your designation provided you with basic appraisal knowledge and experience, but you need to build on that, particularly by adding depth.

You may have certain ideas about the kind of work you want to do as an appraiser, but you should plan a career path that will provide you with diversity and growth potential as the needs of the marketplace and your

clients evolve. If you are a new member of the Institute, you probably have taken the *We Value Canada* seminar, which assists students in identifying areas of interest and developing their careers as appraisers. Nonetheless, now is a good time to think about the path you would like your career to take and to work out a way to achieve your career goals.

The marketplace for real property appraisal is growing more complex day by day and, as a result, the opportunities for specialization are multiplying. Many a flourishing career has been built on identifying lucrative market niches and developing the specialty skills to serve them.

Some appraisers specialize in doing valuations for certain property types such as hotels, shopping malls, rural properties, and native lands. Others expand their service offerings to include not only appraisals for financing purposes, but also consulting services in such areas as highest and best use studies, return on investment analysis, valuation for financial reporting, assessment appeals, and expert witness work, to name but a few.

Specialization requires additional training and experience. Training is available from a variety of sources, including colleges and universities, as well as through seminars offered by the Institute's affiliated provincial associations and other professional bodies.

The Institute's educational partner, UBC, offers a wide range of many courses that are available through distance learning and cover such topics as office property valuation, expropriation valuation, and appraisal review, to

name but three of the 27 CPD courses currently available.

The mandatory Continuing Professional Development (CPD) program, which replaced the Institute's recertification program in 2002, aims to encourage AIC designated members to develop and expand their careers by taking a minimum of 60 hours of meaningful learning over a five-year cycle. Obtaining 60 credits over five years should not be a huge imposition and will benefit members tremendously if the training obtained is carefully selected and part of a career enhancement plan.

Over time, professionals should strengthen their core competencies while developing their specialty skills. The combination will result in higher levels of competency all around, more business and career opportunities, and a diversity of professional know-how that will help in dealing with the challenges of the ever-changing marketplace.

For years, the Institute has been advocating the multidisciplinary nature of the profession and encouraging AIC members to become highly qualified as multidisciplinary professionals. The Institute's professional practice standards cover both appraisal and consulting services and they allow members to offer those services to the public that they deem themselves to be qualified to perform. The *Standards* are explicit in stating that: "The steps necessary and



appropriate to complete an assignment competently include personal study by the appraiser, association with an appraiser reasonably believed to have the necessary knowledge or experience, or retention of others who possess the required knowledge and experience.”

Further, the Institute’s professional liability insurance covers members for all professional services that they are qualified and authorized by the Institute to undertake. These include appraisal and related advisory services that are covered within the *Standards* and which members are competent to provide.

Notwithstanding the importance of career development and specialization, staying at the top of your profession means, first and foremost, maintaining your competency as a real property appraiser. While the CPD program addresses

career development, what should a professional do to maintain competency?

As mentioned before, the mandatory CPD program is different from the earlier recertification program, which required the registration of valuation and auxiliary credits.

The CPD program does not deal with maintaining core competency and, as a professional, you need both — professional development and continuing competence.

The professional practice seminar, which members must take at least once every five years, is a starting point for maintaining competence. But that, in itself, is not sufficient and members must gauge by themselves whether their work as professionals consistently demonstrates itself to be of the high caliber that is expected from a designated member of the Institute in order to protect the public.

Maintaining competence then means being self-critical about one’s work and addressing any weaknesses or gaps in the performance thereof. True professionals aspire to best practices and inform themselves through continuous learning, which includes formal education and professional networking.

When approaching new areas of practice that are unfamiliar, you should rely on knowledgeable colleagues for assistance and advice. Learn by doing. Whether you are a Candidate or a designated member of the Institute, if you are unsure about your ability to handle an assignment, have your work co-signed by a colleague who is expert in the area and only handle the type of work by yourself when you feel you are fully competent and ready to go it alone.

Peer review is another way to find out if your work meets accepted standards of competency within the Institute. The AIC peer review program is under development and voluntary, but members who have an interest in having their work reviewed by their peers can contact the Institute to request a peer review.

Newly designated members would be wise to continue to maintain contact with their mentor as a valuable source of advice. Compare notes with fellow appraisers on how assign-

ments are handled and attend chapter meetings and seminars where you can get valuable information about the profession and ways to work better.

The Institute is developing a new program aimed at enhancing the competence of members and broadening their skills as professionals. The Professional Excellence Program will focus on appraisal practice issues and inform members about best practices and ways to ensure client satisfaction and avoid claims. It will provide online information about new appraisal methods covering residential and ICI practice, but also emerging specialty areas.

The advantages of staying on top of your profession through continuing professional development and continuous learning to maintain competency are too many to list, but here are just a few:

- You build a strong reputation as a professional and, with it, a strong client base.
- You carve out your own market niche in which you are a recognized expert.
- Your multi-disciplinary skills protect your business and enhance your options and career potential.
- You minimize complaints and reduce professional liability claims.
- You serve as a role model to the profession and your community.

You worked hard to get your designation and are proud of it. Should you not work just as hard to build on those credentials and reap the benefits of a rich and rewarding career as a designated member of the Appraisal Institute of Canada?

“You worked hard to get your designation and are proud of it. Should you not work just as hard to build on those credentials and reap the benefits of a rich and rewarding career as a designated member of the Appraisal Institute of Canada?”

Demeurer au sommet de sa profession



Georges Lozano, MPA
Chef de la direction

Vous avez obtenu votre accréditation de l'Institut canadien des évaluateurs grâce à tous les efforts que vous avez déployés. Quelle est votre prochaine étape? Vous devez d'abord vous souvenir que cette accréditation n'est que le début de votre carrière en tant que professionnel et que les possibilités de perfectionnement sont illimitées. Votre ascension professionnelle dépendra en grande partie de la façon dont vous gèrerez votre carrière et vous vous perfectionnerez au fil du temps.

En tant que membre accrédité de l'Institut, vous devrez remplir certaines obligations en vue de maintenir votre statut de membre en règle. Ces obligations comprennent entre autres le respect des normes et du code de conduite de l'Institut ainsi que des exigences en matière de perfectionnement continu. En tant que professionnel, vous souhaitez redonner à votre milieu professionnel par votre travail comme mentor et bénévole et en servant d'exemple au sein de la profession.

Selon toute vraisemblance, vous souhaitez d'abord acquérir davantage d'expérience générale; processus qui a débuté lors de votre inscription au programme d'expérience appliquée lorsque vous étiez stagiaire. Grâce au programme d'études qui a mené à votre accréditation vous avez acquis les connaissances de base et de l'expérience en matière d'évaluation, mais vous devrez vous perfectionner davantage.

À titre d'évaluateur, vous pouvez avoir des idées quant au genre de travail que vous souhaitez exécuter, mais vous devrez planifier votre carrière afin d'être en mesure de diversifier et d'élargir votre pratique selon l'évolution

des besoins du marché et de votre clientèle. Si vous êtes un nouveau membre de l'Institut, vous avez probablement assisté au séminaire « Nous évaluons, au Canada » dont le but est d'aider l'étudiant à déterminer ses domaines d'intérêt et à se perfectionner comme évaluateur. Néanmoins, le moment est bien choisi pour réfléchir au cheminement de votre carrière et trouver le moyen d'atteindre vos objectifs.

Le marché de l'évaluation immobilière est, de jour en jour, de plus en plus complexe et, par conséquent, les possibilités de spécialisation se multiplient. Plus d'une carrière florissante a débuté grâce à la détermination de marchés lucratifs et à l'acquisition de compétences spécialisées permettant leur conquête.

Certains évaluateurs se spécialisent dans les évaluations de propriétés comme les hôtels, les centres commerciaux, les propriétés rurales et les terres autochtones, alors que d'autres élargissent leurs services afin d'y inclure non seulement des services d'évaluation à des fins de financement, mais également des services de consultation entre autres dans les domaines des études de l'utilisation optimale, des analyses de retour sur investissement, des évaluations aux fins de rapports financiers ainsi que lors de procédures d'appel et de témoignages comme témoin expert.

Une spécialisation exige une formation supplémentaire et davantage d'expérience. Il est possible d'obtenir cette formation auprès de différentes sources, telles que les collèges, les universités, les séminaires des associations provinciales affiliées de l'Institut et d'autres organismes professionnels.

L'Université de la Colombie-Britannique, partenaire éducatif de l'Institut, offre un large

éventail de cours de PPC auxquels les membres peuvent participer grâce au programme de formation à distance. Ces cours, pour n'en citer que trois sur les 27 actuellement offerts, portent sur des sujets tels l'évaluation de propriétés à bureaux, l'évaluation à des fins d'expropriation et l'examen d'une évaluation.

Le programme obligatoire de perfectionnement professionnel continu, qui a remplacé en 2002 le programme de recertification, vise à encourager les membres accrédités de l'ICE à bâtir leur carrière et à se perfectionner en participant à un minimum de 60 heures de cours d'apprentissage significatif dans le cadre d'un cycle de cinq ans. L'obtention de 60 crédits sur une période de cinq ans ne devrait pas se révéler une exigence trop énorme et sera bénéfique aux membres si la formation obtenue a été judicieusement choisie et fait partie d'un plan d'enrichissement professionnel.

Au fil du temps, les professionnels devraient approfondir leurs connaissances tout en élargissant leur champ de compétences spécialisées. Cette combinaison donnera lieu à des niveaux plus élevés d'aptitudes et, par la même occasion, à davantage de contrats de service et d'opportunités de carrière qui les aideront à faire face aux défis que pose un marché en constante évolution.

Pendant des années, l'Institut a préconisé la nature multidisciplinaire de la profession en encourageant les membres de l'ICE à se qualifier davantage en tant que professionnels multidisciplinaires. Les règles uniformes de pratique professionnelle de l'Institut portent sur les services d'évaluation et de consultation et permettent aux membres d'offrir au public les services pour

lesquels ils sont qualifiés. Les Règles stipulent que : « Les étapes requises et appropriées de la réalisation compétente d'un contrat de service comprennent notamment : l'examen effectué personnellement par l'évaluateur; la participation d'un deuxième évaluateur que le mandataire croit sincèrement et raisonnablement posséder les connaissances ou l'expérience requise; ou la participation d'autres personnes possédant les connaissances ou l'expérience requise. »

De plus, le programme d'assurance-responsabilité professionnelle de l'Institut couvre tous les membres pour ce qui est des services professionnels pour lesquels ils sont qualifiés et qui ont été autorisés par l'Institut. Ces services comprennent les évaluations et les consultations connexes dont il est question dans les Règles et pour lesquels les membres possèdent les connaissances nécessaires.

Malgré l'importance du perfectionnement de carrière et de la spécialisation, demeurer au sommet de sa profession c'est d'abord maintenir sa compétence comme évaluateur immobilier. Bien que le programme de PPC traite du perfectionnement de carrière, quelles mesures devrait prendre un professionnel pour maintenir sa compétence?

Tel qu'indiqué antérieurement, le programme obligatoire de PPC diffère du programme de recertification qui exigeait l'inscription à des cours liés à l'évaluation et à d'autres cours complémentaires menant à des crédits. Le programme de PPC ne traite pas du maintien de la compétence et, pour le professionnel, le perfectionnement des connaissances et le maintien de la compétence sont nécessaires.

Le séminaire de pratique professionnelle auquel les membres doivent participer au moins une fois tous les cinq ans constitue le point de

départ pour le maintien de la compétence, une exigence qui ne suffit pas à elle seule. Les membres doivent donc évaluer eux-mêmes leur travail en tant que professionnel et déterminer s'il est toujours d'aussi haute qualité que celle à laquelle on peut s'attendre d'un membre accrédité de l'Institut afin de protéger le public.

Le maintien de la compétence signifie faire preuve d'autocritique concernant le travail et d'écouter les faiblesses et les lacunes dans l'exercice de celle-ci. Les vrais professionnels aspirent à des pratiques exemplaires et se renseignent au moyen d'une formation continue, ce qui comprend l'éducation formelle et le réseautage professionnel.

Lorsque vous devez procéder à des évaluations dans des domaines qui vous sont inconnus, vous devriez compter sur l'aide et les conseils de collègues bien informés. Il vous faudra apprendre en pratiquant. Que vous soyez stagiaire ou membre de l'Institut, en cas d'incertitude, demandez à un collègue, expert dans le domaine, de cosigner votre rapport et n'entreprenez ce genre de travail vous-même que lorsque vous aurez acquis les connaissances nécessaires et serez prêt à faire cavalier seul.

L'examen par les pairs est un autre moyen pour savoir si votre travail est conforme aux normes de compétence acceptées au sein de l'Institut. L'ICE est à élaborer un programme d'examen par les pairs et les membres qui le désirent et qui ont un intérêt à ce que leur travail soit examiné par leurs pairs peuvent communiquer avec l'Institut pour en faire la demande.

Il serait sage que les membres nouvellement accrédités gardent contact avec leur mentor, ce dernier étant une source précieuse de conseils. Il serait également sage qu'ils comparent, avec leurs collègues évaluateurs, leurs notes relatives à l'exécution de leurs contrats de service et bénéficient des précieux conseils concernant la profession

et la façon d'améliorer leur travail en participant aux réunions et aux séminaires de leur chapitre.

L'Institut est à mettre en place un nouveau programme axé sur l'amélioration de la compétence des membres et l'élargissement de leurs capacités en tant que professionnels. Le programme d'excellence professionnelle sera axé sur les questions de pratique en matière d'évaluation et renseignera les membres sur les pratiques exemplaires et les façons de s'assurer de la satisfaction de la clientèle et d'éviter les réclamations. Ce programme fournira de l'information en ligne concernant les nouvelles méthodes d'évaluation non seulement dans le domaine des biens résidentiels et ICI, mais également dans les domaines spécialisés émergents.

Les avantages de demeurer au sommet de sa profession grâce au perfectionnement professionnel continu et nécessaire au maintien de votre compétence sont trop nombreux pour tous les énumérer, mais en voici quelques-uns :

- bâtir une solide réputation en tant que professionnel et fidéliser votre clientèle;
- établissement de votre propre marché au sein duquel vous êtes reconnu comme expert;
- les compétences multidisciplinaires protègent votre entreprise et augmentent vos possibilités et votre potentiel professionnel;
- minimiser les plaintes et diminuer le nombre de réclamations liées à la responsabilité professionnelle;
- servir d'exemple à la profession et à votre collectivité.

Vous avez déployé beaucoup d'efforts pour obtenir votre titre et vous en êtes fier. Ne devez-vous pas travailler aussi dur pour bâtir une carrière enrichissante en tant que membre de l'Institut canadien des évaluateurs et en récolter tous les avantages? 🏡

« Vous avez déployé beaucoup d'efforts pour obtenir votre titre et vous en êtes fier. Ne devez-vous pas travailler aussi dur pour bâtir une carrière enrichissante en tant que membre de l'Institut canadien des évaluateurs et en récolter tous les avantages? »

Gordon MacNair's career highlights opportunities beyond appraisals



As the Director, Real Estate Partnerships & Development at the City of Ottawa (REPDO), **Gordon MacNair, AACI**, heads a 46-member team that is involved in far more than the appraisal of properties. In fact, the Realty Services part of the team is responsible for all of the City's real estate needs including acquisitions, environmental remediation, disposals, leasing, valuations and land management.

As well, the Strategic Initiatives Division — added to MacNair's portfolio with the City's realignment in 2009 — focuses on land development projects, public/private partnerships (P3s) and other real estate strategic initiatives. "My appraisal background provided me with the necessary skills to develop an understanding of valuation that is all-encompassing," says MacNair. "When it comes to looking at innova-

tive development related to real estate, having an AACI designation has certainly helped me progress in my career."

Early on, MacNair knew he did not want to be limited to determining the value of a property. Having grown up in New Brunswick, he graduated from the St. Lawrence College Assessment Administration program and decided to pursue a career in appraisal rather than assessment. So, after leaving Canada Mortgage and Housing Corporation (CMHC) in Edmonton to pursue the lending field, he quickly obtained his CRA designation.

But it was when he started working with right-of-way projects for the Province of British Columbia that MacNair first realized the range of opportunities that a career in valuation could offer. "I really enjoyed working in the field of expropriation for the Province," he recalls, adding that he obtained his AACI shortly afterwards.

When the opportunity arose to work with Ontario Hydro on right-of-way issues for some of its large transmission projects, MacNair eagerly accepted the position. In 1986, he started as a real estate officer and eventually moved up to the position of project supervisor.

Then, in 1993, he made the leap to the municipal world of real estate when he joined the Regional Municipality of Ottawa-Carleton — now the City of Ottawa — as a real estate officer. Seventeen years later, his responsibilities have grown and he is now a key member of the City's Senior Management Committee.

The mandate of this committee is threefold: planning and executing strategies necessary to achieve superior financial planning, reporting

and accountability; empowering staff to implement and deliver council and corporate priorities, programs and services; and building and maintaining an open and collaborative relationship with Ottawa residents and external stakeholders, including all levels of government.

Although not stated explicitly, the management of real estate is integral to all three parts of the mandate. Optimizing real estate assets through prudent capital investment planning and innovative real estate solutions is in keeping with the goal of long-term fiscal and community sustainability. Other initiatives include acquiring properties for various infrastructure projects, disposal of land that is surplus to the City, analyzing lease versus purchase scenarios, portfolio planning, and implementing the various steps of the strategic asset management cycle. "We are currently working on a large P3 initiative with Lansdowne Park, which could result in a major retail/commercial redevelopment of City lands, including the refurbishment of the Frank Clair Stadium and the Civic Centre," says MacNair. "This matter will be decided by Council later in the year."

MacNair also serves as the secretary and chief operating officer for the Ottawa Community Lands Development Corporation, which was recently approved by the City of Ottawa as a vehicle for the sale and development of certain projects to meet City objectives. Recently, the Board approved the sale of land within the Longfield's subdivision, resulting in sales revenue of \$16.6M.

He adds that, while working in the public sector is a great opportunity, it can be challeng-

ing for those people, such as fee appraisers, who have worked in the private sector for most of their careers. Part of the challenge is learning how to work within the bureaucracy, something which is true in any large organization. Nonetheless, three of the four AACIs and one CRA in REPDO came from the private sector. Conversely, a revelation for these former fee appraisers – who had previously focused on real estate appraisal – is that, although they may start in the City’s appraisal unit, they can also expand their horizons by working in many other facets of real estate. In addition to appraisers, REPDO’s staff includes engineers, planners, strategic analysts, an assessor and real estate advisors, along with two support administrative staff. MacNair states that his team works closely together and their motto is “none of us is as smart as all of us” (the quote is attributed to Ken Blanchard).

“There are a lot of opportunities,” confirms MacNair. “We are like a one-stop shop when it comes to real estate. This is similar to the private sector. We provide our clients with expert help regarding all of their real estate-related needs.”

He adds that, when hiring for positions in REPDO, the City looks favourably at anyone who is an AACI or a member of the AIC. “We know they have a strong background in valuation and we can provide them with training and development opportunities to meet their aspirations and to satisfy our needs,” he explains. “We are a big believer in education and we support our staff accordingly.”

Among internal courses offered by the City, there has been a recent push to provide staff with training in project management. Project management skills and an understanding of the procurement process are two important attributes REPDO seeks when hiring people, both as staff and on contract. Presently, about 50% of the work is done internally and 50% is outsourced.

The City also encourages its REPDO staff to pursue different designations, including those of the AIC, Building Owners and Managers Institute (BOMI) and International Right of Way (IRWA).

MacNair points out that joining these professional organizations as an active member or volunteer is equally beneficial. He has served on the IRWA Executive Committee for six years, eventually becoming the international president in 2005. He has also served as the educational chair of the AIC in Kamloops, BC, and has served on other volunteer organizations as well. “When people are involved in a voluntary capacity for the AIC or any other organization, this gives them the opportunity to develop other skills such as leadership,” he notes. “This kind of activity is not only rewarding, it can also assist in advancing your career.”

MacNair points out that, when hiring staff, REPDO looks for technical skills as well as ‘soft’ skills. These include everything from being able to deal with the public and attend public and committee meetings to having strong presentation skills and leadership abilities. We are also looking for team players who know how to be strategic as well as complete the day-to-day tasks.

“There are currently a lot of opportunities within the public sector,” he adds, “particularly as a result of succession planning.” In REPDO alone, one third of the team is eligible to retire in the next three years. “This is happening all across

Canada,” he notes. Right now, the City of Ottawa has one or two candidate members, but soon there will be room for several more. And word is slowly beginning to spread.

Recently, MacNair received calls from two young university graduates who wanted to interview him about his career and ask him questions about how they can get involved in real estate. They had heard about the Appraisal Institute of Canada, but were not sure what opportunities were available aside from fee appraising. MacNair was pleased to share with them what he knows.

His willingness to share his experience does not stop there. He is often asked why he writes articles and facilitates real estate seminars across Canada. “This is my way of giving back,” he responds. “It is important that we leave a legacy whereby we share our experiences so that others can learn from it.”

He notes that a large part of succession planning involves targeting young people. “After all,” he says, “they will be our future leaders.” That is why making the next generation aware of all the opportunities available to them is so critically important. If the leaders of tomorrow have the information they need to rise to the challenge, the future will look very bright indeed. 🌈



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From appraiser to assessor



A year and a half ago, after performing appraisals for Revenue Canada for almost 20 years, **Rob Kotchon, AAI**, assumed the position of City Assessment Coordinator for the City of Red Deer, Alberta. “I wanted to try something different,” he explains.

Kotchon eagerly embraced his new role overseeing the assessment of all non-residential properties in the City of Red Deer. While he expected the shift to be a challenge — and it was — he was also pleased to find that, in performing assessments, he could rely on a solid base of knowledge he had acquired as an appraiser.

Over the years, his work in Revenue Canada’s real estate division had involved all types of properties throughout southern Alberta, including commercial, industrial and residential real estate in both rural and urban settings. The knowledge acquired through this exposure to such a wide gamut of properties is proving to be invaluable in his new position.

At the same time, Kotchon is finding many similarities between assessment and appraisal work. “You are still looking at the characteristics of a property and how it compares to other properties in the same market,” he explains. “Factors still include improvements, the pros and cons of location, etc. You are still dealing with owners or tenants. The basic background information gathering is still the same.”

But, he does acknowledge that there are differences between appraisal and assessment work as well. **Elisabeth Dubeau, CRA**, agrees. As an assessor with the City of Medicine Hat, she sees the two practices as diverging applications based on the same background. “Being an assessor is quite

a bit different from being an appraiser,” she says, “although we use the same tenants of understanding and underlying principles.”

It was her grasp of these very principles that made Dubeau an attractive prospect when the City of Calgary decided to digitize its condominium assessment information in the late 1990s. She was working towards her CRA designation when she accepted a City of Calgary job that was supposed to be an interim position, but continued well beyond its original timeline. At that point, she was so close to obtaining her CRA that the department felt it would be beneficial to keep her on. Then, when the City launched a market value assessments project, Dubeau was selected for the position of team leader.

“The first year Calgary started using market value in its calculations, everyone was appealing their assessments,” she recalls. On the first day in her new position, Dubeau was handed the files for 26 cases and asked to represent the City in court.

It was at this point she realized that, although there are many similarities between appraisal and assessment work, there are significant differences as well. “You have the luxury as an appraiser of looking at things very minutely,” she explains. “As an assessor, you have to put aside a lot of those and focus more on the bigger picture. You have to treat everyone as a whole, rather than individually. Fairness and equity are the buzzwords assessors use all the time.”

While learning to appreciate these differences, Dubeau also relied heavily on the knowledge and expertise she learned as a CRA, including her understanding of the internal workings of a building, her appreciation of what motivates



the marketplace, and her grasp of concepts such as depreciation and site-specific versus mass appraisal valuation.

Kotchon found his combination of education and experience to be equally helpful in preparing for the transition from appraisal to assessment work. The provincial assessors association recognized this as well. “Because I had an AACI, the Alberta Assessors’ Association granted me numerous exemptions relative to courses and experience requirements,” explains Kotchon. “I ended up having to take only one general course in assessment tools and legislation.”

Similarly, when Dubeau was hired by the City of Medicine Hat five years ago, she put to use the combined skills and knowledge of a property assessor and a CRA, including collecting data, understanding land uses, taking information off new plans and doing site inspections for condominiums, multi-family homes, mobile homes, farmland and vacant land. She points out that she finds her appraisal background to be of particular advantage in her work.

“As an assessor, you have this wide range of knowledge that is difficult to present in a way that the typical taxpayer will understand,” she explains, adding that, when taxpayers come in to challenge an assessment, it is important to treat them with compassion and empathy. “That is when I put on my appraiser hat to see it from their point of view and as an appraiser would.” Having gone through this process with them, she then finds it easier to move on to explaining the assessor’s point of view and the need to be fair and equitable in comparison with other properties.

This straddling of perspectives is equally important when Dubeau and Kotchon represent their respective municipalities at the Assessment Review Board. It plays an important role in equipping the assessors to deal with a potentially confrontational situation.

Kotchon finds that his experience as an expert witness representing his former employer (Revenue Canada) in the tax court of Canada has also been useful. “You not only have to come up with a value, but make sure it is defensible in a court proceeding,” he notes. This applies not only to Kotchon, but also to the two assessors who work under him and to those working in the residential sector. Each assessor gets a turn at going into court. The more experienced assessors get the complex cases, while the less complex cases are used as an opportunity to ease new assessors into this aspect of the job.

At the time Kotchon was hired, the City of Red Deer also hired another AACI who was a former fee appraiser. “She is working with me and I am helping her make the transition to the public sector,” he says. “It is always more of an adaptation for a fee appraiser, however, I think she is really enjoying it.”

One adjustment that both AACIs have shared is the need to think about current value rather than value at a fixed point in the past. “When I was with Revenue Canada, I was working mainly in the past,” confirms Kotchon. “It is very different dealing with historical information where you know exactly what happened in the market. With assessments, you are always looking at what is happening in the current market and trying to anticipate the future.”

Equipping appraisers to appreciate the differences between assessing and appraising is a need the Appraisal Institute of Canada has recognized as appraisers are increasingly finding their way into the assessment field. “When I was going through the designation process, there was no talk of the assessment portion of valuation,” notes Kotchon. “That is now being addressed in order to give AACIs an even more well-rounded education.”


He adds that this move comes at a time when there will likely be more opportunities than ever

for appraisers to find work in the assessment field. “A lot of experienced people are retiring,” he says. “I think there are significant opportunities available to Candidate students who are looking at a career in the valuation profession.”

In the year and a half that he has been in his new position, a number of his colleagues have moved on to higher positions with the City of Lethbridge, which has left several openings in Red Deer. In the last six months, Red Deer has hired two new assessors, including another former fee appraiser with a background in residential valuation.

In Dubeau’s Medicine Hat assessment department, five of the 12 assessors — including Dubeau herself — will be retiring over the next two years. “I am sure other jurisdictions are in the same situation,” she says.

Assessment departments in these municipalities will soon be looking for employees with a solid understanding of valuation. Although appraisers have the necessary precepts, they can further prepare for entering this field by familiarizing themselves with the legislation that governs assessments in a particular jurisdiction. Strong interpersonal communication skills are also important in the assessment profession as interaction with taxpayers is almost always a part of the job.

Kotchon notes that because of their comprehensive education and training, appraisers are well placed to consider assessment as a career option. “If you have an open mind and an appraisal background, it is not a big stretch to educate yourself in the assessment side of things,” he says. One has to look no further than Kotchon and Dubeau to see this reality in action. For these appraisers — and many others — the assessment field is proving to be an attractive way to pursue a career in valuation. 

Commitment and dedication... the keys to our success



Duane Bates understands the value of volunteering

The Appraisal Institute of Canada (AIC) has many determined and dedicated volunteers who make the work of the Institute possible and help move the profession forward in progressive and fundamental ways. Despite being under heavy commitments both professionally and personally, AIC members continue to serve in countless ways. For this issue of Canadian Property Valuation, we interviewed AIC member, Duane Bates, AACI from Abbotsford, BC.

Duane Bates, AACI is one of the many volunteers helping the Appraisal Institute of Canada (AIC) to thrive as a professional association. While Duane was still a Candidate, a 2003 invitation from a member of his AIC chapter executive to attend the local meeting marked the start of his volunteer involvement with the Institute. As Duane remembers of that meeting, "Little did I know that this was an AGM, and, when the time came for nominations to the chapter executive, I was nominated. I decided to let my name stand and ended up joining the executive by acclamation. At that point, Duane was in his seventh year with BC Assessment, and he had been an appraisal supervisor for two years. In June of 2004, he achieved his AACI designation and, in late 2007, he joined the AIC-BC Association Board of Directors and continues to represent his chapter on the BC provincial board.

Duane is also an active national volunteer. In 2007, he joined a sub-committee of the Learning Advisory Committee (LAC) that was overseeing the newly-developed Applied Experience (AE) Program. In the spring of 2010, the AIC Board changed that sub-committee to a standing committee, and Duane was appointed as the first Applied Experience Committee Chair.

As with all volunteers, Duane acknowledges the difficulty in balancing work, family, and volunteer commitments. But, despite this, he says “most things in life worth doing have some level of difficulty attached to them and require commitment. I found that the more time I invested volunteering with AIC the more rewarding it became. Interacting with members from other parts of the province and country helps a person build perspective on the issues faced by others in our profession.”

Duane goes on to add: “I did not realize how important volunteers are to the operation of a national organization like AIC until I became involved. It is clear that, without the commitment of a large number of volunteers, our Institute would cease to function. I feel it is the duty of each member to reinvest back into his or her profession through some level of volunteer work. Whether it is at the chapter, provincial, or national levels, the future success of our profession depends on the involvement and contributions of our members.”

Duane feels he has gained as much from his volunteering as he has given and notes that “it has allowed me to develop a network of contacts that have proven beneficial when I am in need of advice on a particular issue. Volunteering with AIC allows me to step up and participate in finding solutions to the challenges our profession is facing. My current role with BC Assessment focuses primarily on managing a group of 25 appraisers and administrative staff. I rarely get directly involved in valuation work. However, through my volunteer work with AIC, I am able to stay connected to the diverse range of AIC members working in different parts of the country and handling a variety of valuation assignments.”

Duane encourages newer members to volunteer because “the opportunity to network with other members in the profession is one of the greatest benefits to volunteering. Peer to peer learning is regarded as one of the most effective ways to develop your knowledge base. Volunteering to work with experienced members on a committee or any other collaborative group structure exposes a new member to a wealth of knowledge and expertise upon which they can draw.” He also assures newer members that their contributions will be valued. “Someone new to the profession will bring different points of view

and fresh ideas to any issue on which they focus. Their input is critical to ensuring that the best possible decisions are made for all members.”

Duane talks about how the association needs volunteers at all points in their careers. “I see a bright future for appraisers. New members bring fresh ideas and enthusiasm to their work. They are the future and we need them to play an active role in the planning and decision-making process. However, for those new members to be successful, our experienced, long-standing members need to take the time to share their knowledge and experience (mentorship). Whether you have been an AIC member for 30 years or a couple of months, you can have an impact on the success and reputation of our profession. As with any profession, there will be good times and bad, but, if we all get involved, share ideas, work together, and trust each other, there is every reason to believe that AIC and its members can continue to thrive and succeed. I have been proud to work with such a dedicated group of volunteers at all levels of the Institute. The hard work and commitment they demonstrate is truly inspiring.” 🌈

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INTERNATIONAL

Professional Development Opportunities

By Charles Johnstone, AACI

In the last issue of *Canadian Property Valuation*, Keith Goodwin, AACI, Fellow described why our Appraisal Institute of Canada (AIC) needs to be at the international table, actively participating in relevant international valuation organizations like WAVO (World Association of Valuation Organisations) and IVSC (International Valuations Standards Committee). I wholeheartedly concur with Keith; by actively participating and/or providing leadership in these relevant global initiatives, we are creating a greater value to the AIC as a whole and to each member by extension.

I want to focus on one statement in his article: *"The continued strengthening and forging of international relationships through membership in individual organizations, but also by direct involvement with individual organizations, provides AIC with many different opportunities."* This article focuses on how this statement could bring benefit to you as opposed to AIC as a whole.

Each of us has a responsibility for our own continuing professional development. As an association, we have developed the minimum criteria that define the mandatory continuing professional development (CPD) program, but our CPD program is truly flexible and allows a great deal of individual choice. Given both the need for and flexibility of continuing professional

development, why not consider the benefits of mixing business and pleasure by planning for your direct involvement in another valuation organization's event?

Over the past five years, I have been planning and organizing my own international valuation symposiums on behalf of the International Property

Tax Institute (IPTI). I suppose this can be viewed as the ultimate flexibility in defining my individual choices in what I want to learn. Do not get me wrong, I am not suggesting that each of you should start planning conferences. What I am suggesting, as did Keith in his article, is that you explore the option of taking advantage of the international partnerships that the AIC is currently forging and become directly involved in what they have to offer.

The first three valuation symposiums I planned were held in Canada and each attracted international participation. In addition to IPTI, I was able to draw on support from the University of British Columbia (UBC), AIC, the Real Estate Institute of BC, MPAC, and PWGSC. As a Canadian and a member of the AIC, I found it rewarding to know that the world really does want and need a little more of what we Canadians have to offer. As a valuer and a participant, I was equally rewarded by discovering that Canadians also have much to learn from the experiences of others. Perhaps the most important lesson I learned from these first three was the demand for international knowledge sharing. As a result, I was able to find partners for successful events that were held in South Africa and Hong Kong.

My own development at these events went well beyond the university campuses where



Charles Johnstone waiting for the Hong Kong Symposium to begin.



they were held. For instance, my son and I had a firsthand opportunity to consider the value of “spotting the Big 5” (i.e., lion, elephant, leopard, rhino and cape buffalo) at Kruger National Park in South Africa. I also had the opportunity to meet with the directors of the South African Council for the Property Valuation Profession to discuss common challenges to our profession. Personally, I achieved and learned far more than the my recorded 13 CPD credits would indicate.

This past year in Hong Kong, I had the opportunity to network with, as well as listen to, presentations from members of our WAVO sister organizations from Australia, Hong Kong and Singapore. Did you know that we have AACIs working for the assessment department (RVD) in Hong Kong?

It was interesting and I suppose somewhat reassuring to learn that these senior volunteers in our sister organizations are facing similar changes and challenges as we are at the AIC. Common topics were: the market place shift from single property appraisals to mass appraisals for lending purposes; the need to set high educational and professional standards to distinguish valuation as a profession; and, the need for international



My Dad and I at the Dragon Boat Races with the Hong Kong Institute of Surveyors.

“By planning ahead to mix business with pleasure, your CPD record can represent acquiring memories, experiences and learning far beyond the hours entered.”

partnerships, such as WAVO, to not only allow for the portability of members and their designations, but also to show the international relevance and credibility of the designation back home. An additional common opportunity identified from this group is the high ethical standards that we set for membership. These high ethical standards are a critical component of the services that we offer as professionals and are especially relevant in developing economies where this shared value may not be self-evident. Once again, the satisfaction, learning and professional development obtained at this international symposium was far greater than indicated by the 15 CPD credits I recorded.

At a recent Credit Valley chapter meeting, one of our members was relaying the learning and development that he had obtained by attending World Valuation Congress (WVC) events held over the past 25 years; of the 11 that were held, only one was hosted in Canada. Professor Phillip White of UBC was well ahead of his time in identifying the need for establishing international valuation organizations like the WVC. Although the WVC appears to be no longer active, the groundwork was laid and, in many ways, organizations like WAVO and IPTI are fulfilling and redefining the gap that was left in the provision of international professional development opportunities for valuers.

The next time you consider your continuing professional development, why not approach it a little differently? Rather than looking at it as credits that AIC expects you to achieve, look at it for the opportunity that it really represents over the five-year cycle. Take the time to look at the websites of our sister organizations and other related institutes and review the conferences and symposiums that they offer.

Consider how wrapping some family time or a personal goal around one of these professional development offerings could bring additional benefits. Maybe then some of the credits that you record on the website will be more than just numbers. By planning ahead to mix business with pleasure, your CPD record can represent acquiring memories, experiences and learning far beyond the hours entered. 🌈



Charles Johnstone, an unknown clown; Philip Western, API; and Tom Johnstone, AACI – Honorary, clowning around with friends and family.

Charles Johnstone, AACI, is Chair of AIC's Professional Qualifications and Competency Committee. He is a managing director at AEC International, a Canadian consulting firm that specializes in property assessment and property tax management

Evolving the AIC brand



Joanne Charlebois
Director Marketing & Communications

The Appraisal Institute of Canada's (AIC's) Marketing Plan includes numerous programs, media relations, public relations, promotion and advertising. A large percentage of the marketing budget is allocated to advertising. With all of the advertising media available these days, and with clients/consumers being open to receive just about any type of message, advertisers must determine which medium best achieves their advertising objectives.

Annually, the Institute's advertising objectives, target audiences and messaging are reviewed by the Marketing & Communications Committee. Changes are made to reflect the changing marketplace. During the recent review in July/August, the decision to advertise on The Weather Network was considered a strategically sound one for the AIC. National exposure on Canada's only English specialty channel devoted to weather is a high impact addition to the existing media plan, and a solid 'fit' with the communications roadmap set by AIC with the launch of the new brand in 2008.

The Weather Network presents an opportunity for a dual platform communications strategy — a brand awareness drive on national

TV, supported by a complementary recruitment initiative using the online Weather Network with a call to action driving traffic drive to *aicanada.ca* (English and French via MétéoMédia).

Moving into a new medium with a nationally recognized media partner illustrates the marketing and communications momentum that the AIC has consistently demonstrated since the launch of the new brand in 2008; meeting business and communications objectives with a savvy allocation of marketing dollars by spending 'smart' and finding new and cost effective ways to promote the Institute.

At the outset, in order to grow brand awareness, it was critical to reach the Institute's targeted audiences — speak to those who already know AIC. It is these individuals who have become brand ambassadors for the Institute. Communications to existing audience is direct and targeted to specific segments, and it lends itself well to the print/trade publication media.

In order to reach new audiences and grow brand awareness, it was important for AIC to continue to find new and exciting ways to engage new and mass audiences — strategically,

members and implies a level of sophistication to a mass audience.

National exposure on The Weather Network for AIC's brand message supports both business and communications objectives. The medium positions AIC well to achieve the business objectives of promoting the Institute and its members and to develop mutually beneficial partnerships in the business community. It also answers a key communications objective to 'be visible' in order to grow brand awareness.


Going from print advertising to online advertising has seen a strong shift this year. Online advertising is experiencing phenomenal growth. AIC has maximized this shift as the majority of AIC's print advertisers are incorporating AIC's online ads on their websites, for a nominal additional cost and substantial increased reach.

There are also numerous additional options to producing lower cost advertising which extends the print ads. Social networking including Facebook, Twitter and YouTube are all options that AIC has adopted as part of its marketing strategy.

It is noteworthy that AIC has already maximized additional trends expected for 2011 which include:

- continued use of social networking, and
- using employees as pitch persons.

The development of the corporate image library has enabled us to feature numerous AICmembers in all of our print ads and on the covers of the *Designated Member Source Guide*, the Annual Report, and *Canadian Property Valuation* magazine, including incorporating them into the magazine.

The additional benefit of the diverse range of members that participated in this project from various provinces is that these images are also available for provincial marketing initiatives, i.e., provincial web pages being created by AIC, provincial ads and collateral material. 

LOCAL FORECAST

Local Forecast sponsorship on The Weather Network allows an advertiser to associate their product or service with a targeted weather forecast or report. Sponsorship execution results in an extended on-air presence that creates advertising impressions far beyond the traditional 30 second spot. For example, each **Local Forecast sponsorship** includes:

- 5 second introduction with logo & 5 second voice: "Coming up next, your Local Forecast brought to you by Client X"
- Local Forecast (2:00 in length) with the client's logo on screen throughout the duration of the forecast
- 10 second voice with 2/3 size logo on centre screen: "This Local Forecast was brought to you by XX-making things better since 1949"

NOTE: OTHER FORECAST/REPORTS SPONSORSHIP FORMATS MAY VARY

it was the right time to introduce the Weather Network to AIC's media plan. AIC strategically selected the months of October and February 2011.

Exposure of the brand message on national TV sends a message that the AIC is gaining momentum. This is helpful in illustrating value to existing

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What are the benefits of a professional designation?

In today's rapidly changing and increasingly competitive workplace, distinguishing yourself from the competition can be challenging to say the least. How can you illustrate your professionalism, your advanced level of skill and experience? Through certification, which will enhance your professional influence, credibility and effectiveness within the profession and the Appraisal Institute of Canada (AIC) organization.

Since its inception in 1938, the AIC has been entrusted with the advancement of our profession within the Canadian business community. Substantial progress has been made in that direction, to the current date where 4242 members are registered with the Institute. Of these, 39% are AACIs, 30% are CRAs, and 29% are Candidates.

The path to designation provides much more than an education; it exposes you to experience, networking opportunities and enhances your ability to communicate. These important tools assist you in staying current within an ever-changing industry.

Designated appraisers are held to higher standards, given the rigorous educational and ethical backgrounds required to earn the accreditation. We achieve our professional status when we earn the AACI or CRA designation after a structured regimen of candidacy within the Institute's educational program in professional studies, examination and experience.

Being an accredited member of the AIC ensures that we maintain a lifelong learning experience during our careers by means of a mandatory continuing professional development program.

If you are working toward your designation, be proud, as it says to potential employers and

"The path to designation provides much more than an education; it exposes you to experience, networking opportunities and enhances your ability to communicate."

clients that you are not satisfied with the status quo and demonstrates your competence and commitment through designation. While you certainly do not NEED a designation to be a great appraiser, it does provide an independent validation of your skills.

I became a CRA under the guidance of the AIC in order to acquire the skills, knowledge, values and tools needed to provide professional services expected by my current and prospective clients. Joining the AIC and obtaining my CRA designation has enriched me immensely through growth and friendship, as well as skill and experience. I acquired my designation, but, equally as important, I have developed strong networking relationships with appraisers throughout the country that would not have been possible otherwise. These bonds have helped me become a better appraiser.... and yes, they have also enhanced my business success. I personally feel one of the serious

threats to our industry is fragmentation. Sole proprietorship has its benefits, but, as professionals, we need to interact and learn from each other. Isolation can lead to stagnation. The AIC provides that vehicle for continued learning, networking and growth.

One of the comments I often hear is that the AIC lacks leverage and influence. Many complain, but few act. I would say to all appraisers... GET INVOLVED. We are facing a critical juncture within our profession and 'the times....they are a changing.' We need to be involved and offer our time to assure our profession is prepared for those changes.

I believe we need to keep our partnership with AIC active with our input and to grow with the profession. If you are working toward your designation, it is a journey you will not regret, as you watch the benefits continue to evolve and multiply throughout the life of your career. If you have your AIC designation, I hope you are as proud of it as I am — it identifies you as a real property expert. 🌈

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:
communications@aicanada.ca

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For centuries, people have been applying their signature to documents using different methods. Since doing business today uses almost exclusively information technologies, you are now required to sign your documents electronically as well. It is therefore imperative to confer the same degree of authenticity to your electronic documents that you grant paper documents that you sign by hand.

In partnership with Notarius, the AIC offers its members a legally recognized digital signature that ensures data integrity of signed documents and confirms the signer's professional title designation and signature's authenticity.

However, Notarius has found a way to make this **fun** with our Digital Signature Kit!

The Kit

The Notarius Digital Signature Kit provides all the necessary elements to prepare PDF documents and sign them electronically. These elements include:

- ✓ **PDF995:** A PDF printer that creates archive quality PDF/A-standard documents to guarantee the document's lasting quality.
- ✓ **ConsignO:** ConsignO is software designed to streamline the signing process of PDF files, thereby saving you time and money. With this solution, a hundred documents can be signed in less time than it takes to print them!
- ✓ **Your AIC Digital Certificate:** This digital certificate is the key to your identity and professional title designation. It confirms that you are the author of your electronic documents and protects their integrity.

If you create or send PDF documents to your customers, having a digital signature protects your documents and saves time.



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Updates on being an expert witness (Part I)

"An expert is one who knows more and more about less and less."

— Nicholas Murray Butler

Appraisers as experts

By nature, appraisers are experts on a number of topics. Every appraisal then is an expert report. Many appraisers make a decent living on providing evidence in Canadian courts. Recently, Ontario has changed its *Rules of Civil Procedure* to provide for the more complicated and particular role of experts in litigation matters. Appraisers should be aware of what the new rules provide, as their testimony will be governed by them. While this article largely pertains to the law of Ontario and experts, it has relevance in the other common law provinces of Canada as well as in Quebec, as the law sets out basic standards that should be employed by appraisers in their work.

Ontario Rules

New Rules pertaining to civil procedure and experts came into effect in Ontario on January 1, 2010.

Rule 4 provides:

- 4.1.01 (1) It is the duty of every expert engaged by or on behalf of a party to provide evidence in relation to a proceeding under these rules,
- (a) to provide opinion evidence that is fair, objective and non-partisan;
 - (b) to provide opinion evidence that is related only to matters that are within the expert's area of expertise; and
 - (c) to provide such additional assistance as the court may reasonably require to determine a matter in issue.
- (2) The duty in subrule (1) prevails over any obligation owed by the expert to the party

by whom or on whose behalf he or she is engaged.

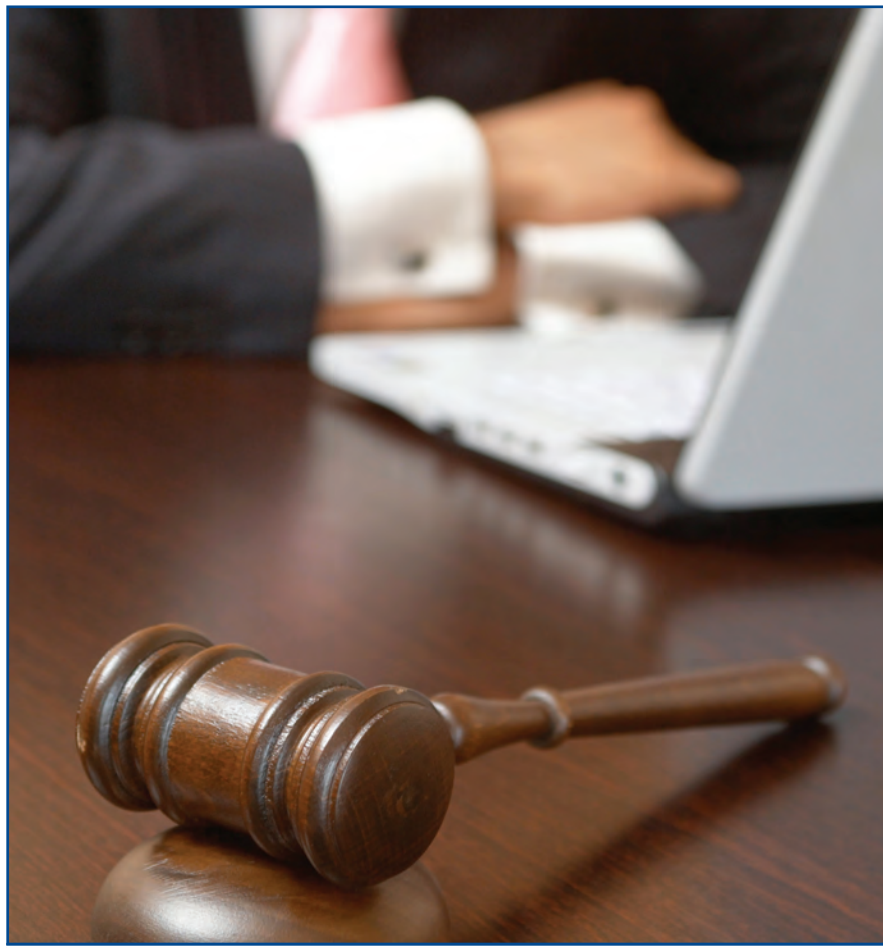
The minimum content of a report is provided by Rule 53:

53.03(2.1) A report provided for the purposes of subrule (1) or (2) shall contain the following information:

1. The expert's name, address and area of expertise.
2. The expert's qualifications and employment and educational experiences in his or her area of expertise.
3. The instructions provided to the expert in

relation to the proceeding.

4. The expert's opinion respecting each issue and, where there is a range of opinions given, a summary of the range and the reasons for the expert's own opinion within that range.
5. The nature of the opinion being sought and each issue in the proceeding to which the opinion relates.
6. The expert's reasons for his or her opinion, including,
 1. a description of the factual assumptions on which the opinion is based,



2. a description of any research conducted by the expert that led him or her to form the opinion, and
3. a list of every document, if any, relied on by the expert in forming the opinion.

7. An acknowledgement of expert's duty (Form 53) signed by the expert.

An expert is restricted as to what he or she can testify to under Rule 53 which provides:

- (3) An expert witness may not testify with respect to an issue, except with leave of the trial judge, unless the substance of his or her testimony with respect to that issue is set out in,
 - (a) a report served under this rule; or
 - (b) a supplementary report served on every other party to the action not less than 30 days before the commencement of the trial.

Judges' impressions and impressing the judge – the function of the expert

"I am not aware that the expert is an expert in logic, and I do not understand that the expert has a corner on the market of what conclusions are logical and which are not."

— Justice Osborn

"The function of the expert witness is to provide for the judges, and sometimes the jury,

- *an opinion as to the significance of, or the inference which may be drawn from,*
- *proved facts,*
- *in a field in which the expert possesses special knowledge and experience,*
- *going beyond that of the trier of fact."*


(M. F. Harrington 'Expert Witnesses: The Good, The Bad and The Ugly' (Canadian College of Construction Lawyers 6th Annual Conference: May 29, 2003))

The Supreme Court of Canada has provided that courts should only allow an expert to provide opinion evidence where the evidence is advanced with respect to matters that are beyond the common understanding of the judge or jury.

"An expert's function is precisely this: to provide the judge and jury with a ready-made inference which the judge and jury, due to the technical nature of the facts, are unable to formulate" . . .

The expert should be "a neutral observer who guides judges and juries through complicated

evidence so that they can draw their own conclusions about the issues at hand." (Justice Dickson in *R. v. Abbey*)

For more on expert witnesses, read Part 2 of this article in Volume 55, Book 1, 2011 of Canadian Property Valuation magazine. 

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Introducing the Applied Experience Committee

The Appraisal Institute of Canada's (AIC's) Applied Experience Committee (AEC) became a standing committee of the AIC Board of Directors in June 2010. The purpose of the AEC is to advise the Board on all matters regarding the Applied Experience and Mentoring programs for the Institute's AACI and CRA designations. Currently, the AEC is comprised of two AACIs, two CRAs, a Candidate member, a representative from the University of British Columbia (UBC), a provincial affiliate liaison and a Board liaison, with cross Canada representation from Nova Scotia to British Columbia.

As a new standing committee, we would like to inform members of some of the responsibilities of the AEC, as well as the steps Candidates are required to take to complete the Applied Experience program (AEP).

What are the responsibilities of the AEC?

The AEC's responsibilities are to propose policies and initiatives with respect to:

- all aspects of the AEP including:
 - Applied Experience examination (AE exam):
 - exam questions
 - exam reviewers

- Professional competency interview:
 - training for interviewers
 - questions
 - consistency
- Website resources related to AEP
- The AIC Mentoring program:
 - mentor training program
 - performance measurements of the mentor and mentee
- Availability of mentors

What are the steps to complete the AEP program?

1. Formal enrolment in the AEP takes place through an application filed with the Candidate's provincial affiliate office. This includes submission of a written plan to complete the experience requirements in a working environment that promotes the acquisition of critical professional competencies under the guidance of a mentor. The plan should demonstrate how the Candidate will achieve breadth and depth of experience in the application of the *First Principles of Value* in varied and increasingly complex assignments and must include written confirmation of the mentor's commitment to the program.

2. Completion of a minimum of one year of mentored experience within the last two years preceding the application of sitting the CRA designation AE exam, or a minimum of two years within the last four years preceding the application of sitting the AACI designation AE exam
3. Application for designation, including the final report on the mentored experience and the certification of readiness by the mentor, along with documentation supporting completion of education and curriculum requirements.
4. Successful completion of the written AE exam and the professional competency interview. The AEC recently met in Ottawa and is currently working on a number of initiatives with respect to the AEP and Mentoring program.

Applied Experience Committee

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

"The purpose of the AEC is to advise the Board on all matters regarding the Applied Experience and Mentoring programs for the Institute's AACI and CRA designations."

A summary of the CPD program

"The only things worth learning are the things you learn after you know it all."

— Harry S. Truman

If you have been engaged in this profession for a decade or more, you know what the former US president meant. Many times have I changed the format of my reports or added tools for information gathering and analysis to my arsenal.

Most professions in Canada now recognize that the pace of change in their disciplines warrants a proactive approach to membership continuing education. The Appraisal Institute of Canada's (AIC's) Continuing Professional Development (CPD) program, though mandatory, encourages all of us to make learning a lifelong or at least profession-long endeavor.

In 1991, the Mandatory Recertification Program (MRP) started with a five-year cycle and 60 or 45 recertification credits for AACIs or CRAs. Back then, half had to be core valuation credits and the member kept a paper log of credits earned. By today's standards, the opportunity for credits was limited.

In 2002, the CPD program replaced the MRP with the intent of raising the standards, while broadening the range of qualifying credits. There are now three types of CPD credits available. Required credits include the 14 you earn each cycle for the Professional Practice Seminar (PPS). 'Guaranteed' credits are those sponsored by the AIC, including the annual national conference program, AIC curriculum, UBC mini-courses, provincial affiliates' courses and seminars, AIC committees and board volunteering, as well as approved mentoring, teaching or writing. Outside organizations may apply for 'guaranteed' credits for professional development courses/events they

"The ultimate goal is to meet the needs of our membership and those who rely on us by encouraging us to keep learning, even after we know it all."

are offering. 'Non-guaranteed' credits are the rest, e.g., an AutoCAD course taken at the local college, a Microsoft Excel or technical writing course, Toastmasters training, etc. There are many opportunities for 'non-guaranteed' credits, but they must fall into the general categories of fundamentals, specialty skills or leadership/business.


Members must now accumulate a minimum of six credits per year and 60 over the cycle (the current five-year cycle ends on December 31, 2012). Members post their own credits, keep a proof of attendance, and retain a published description of a course or event attended. Such documentation is required, as 5% of the membership is audited annually.

CPD policy is reviewed and developed by the PQCC and approved by the national Board. Recent proposed changes include the administration of the program by AIC national, instead of at the

provincial level, the allowance of PPS repeats within a single cycle (for six credits only), granting of a single credit for attendance at a national or provincial AIC AGM, and minor alterations to the volunteering credit schedule and discipline wording (some or all of these may have been approved by publication time). There has been talk of expanding the mini-course offerings further and perhaps adding a required credit CUSPAP refresher course to each cycle.

Whether we embrace continuing education enthusiastically or reluctantly, most of us can recognize its importance to our profession. Like the profession itself, the CPD program will continue to evolve. The ultimate goal is to meet the needs of our membership and those who rely on us by encouraging us to keep learning, even after we know it all.

A complete list of rules and policies can be found in the Members Section of the AIC national website or at:

For additional information on the Continued Professional Development program, please follow the link to the AIC CPD Guidelines at <http://www.aicanada.ca/cmsPage.aspx?id=157> 

Professional Qualifications and Competency Committee

Charles Johnstone, AACI — Chair

Brad Brewster, AACI

Roland Mayr, AACI

Jeff Godfrey, AACI

Alfred Mullally, AACI

Janice O'Brien, ED, AIC — BC

To contact this committee, email:

pqcc@aicanada.ca



Volunteer skill sets make committees effective

The Nominating Committee is the leadership development committee of the Appraisal Institute of Canada (AIC). It helps the Institute achieve its goals, and provides networking opportunities and personal development for members.

AIC is blessed with many great volunteers; people who give their time to help the profession. Volunteers do that through a variety of activities, often sitting on national AIC committees. The national committees have terms of reference which are approved by the Board and which detail the number of members on

the committee and the length of time a volunteer can serve on the committee. The terms of reference are in place to provide guidance to the committees.


'Volunteer Corner' is on AIC's website at <http://www.aicanada.ca/cmsPage.aspx?id=245>. This section of the website lets you know the knowledge and skills AIC committees require of their members, and tells you how to submit an expression of interest. Some committees, like Investigating or Adjudicating, require expert appraisers from all sectors of the profession. Others, like Learning Advisory or Marketing and

Communications, are looking for experience in course development or marketing a small business; skills that you may have developed outside of your work as a valuation professional. There is a volunteer opportunity in AIC that fits your skills and abilities and provides you with a chance to network and grow.

In the spring, the Nominating Committee reviews the expressions of interest submitted by members; matching volunteers to vacancies. The Nominating Committee asks the Board to approve the volunteer selections at the June Board meeting.

New this year is the 360-degree evaluation. Committee members and committee chairs will be asked to evaluate the effectiveness of their committee, to comment on their experiences, and to offer suggestions for improvement.

By putting yourself at the forefront of the AIC's advocacy, policy initiatives and other important work, you will open the door to invaluable networking opportunities while honing your leadership, teamwork and communications skills.

The advantages of active AIC participation are far reaching. You will not only be benefiting yourself, but also your firm and the profession in what amounts to a win-win-win arrangement for everyone involved. 

Nominating Committee

Sheila Young, AACI, Fellow – Chair
Grant Uba, AACI
Dan Jones, AACI
Robert Tipple, AACI, Fellow
George Semine, AACI
George Ward, AACI
To contact this committee, email
nominating@aicanada.ca

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The Professional Liability Insurance Program

It is that time of year again when Appraisal Institute of Canada (AIC) members receive their professional liability insurance invoices for the 2011 policy year. This usually raises a lot of questions from the membership about the insurance program and how it is working.

The AIC's professional liability insurance provides members with protection against claims resulting from any errors and omissions made in the rendering of professional services.

As defined in the policy, professional services means real estate appraisal services, including opinions and/or counselling which members are qualified and authorized by the Institute to provide. This includes real property appraisals and related consulting services that are defined within the *Canadian Uniform Standards of Professional Appraisal Practice*.

The insurance policy is provided by Travelers Guarantee Company of Canada and reinsured through First Professional Liability Insurance Company, a wholly owned subsidiary of the Institute.

The policy provides members with up to \$2 million per claim in the aggregate annually and has an annual member aggregate claim limit of \$20.5 million.

Why mandatory

The Institute's professional liability insurance program is mandatory for all active members. The

mandatory nature of the program makes it cost effective and enables members to benefit from economies of scale. Moreover, as a true member insurance program, it guarantees coverage for all members in good standing. No member in good standing can be denied insurance as is the case with other types of insurance programs. The program strives to promote high quality practice standards and implement effective claims prevention and management strategies to keep insurance costs low.

Costs and claims

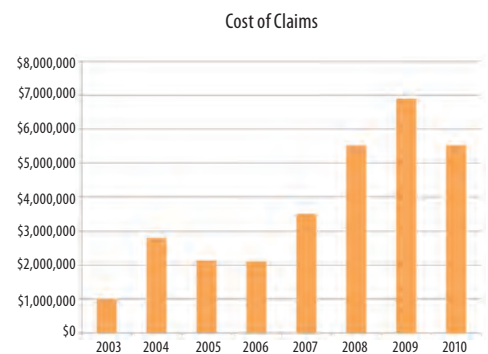
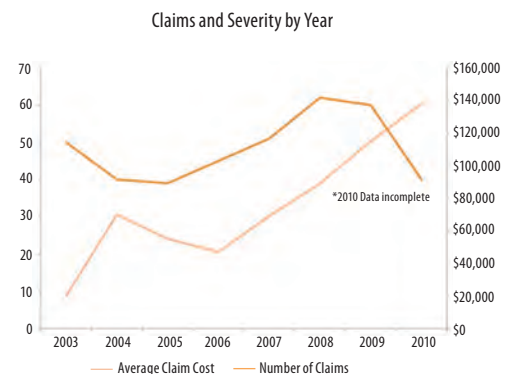
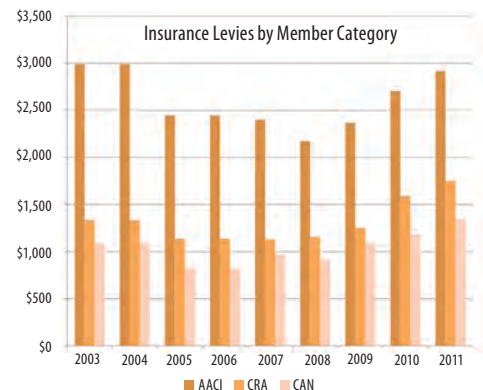
Insurance premiums are actuarially determined and reflect historical and forecast claims and other risk factors. In recent years, as a result of the downturn in the real estate market, both the number and severity of claims has increased substantially. The multi-year trend is shown below and it has had a significant negative impact on the insurance program, requiring an increase in insurance premiums to the members.

The increase for 2011 has been held to an average of about 10% for all member categories.

It is important to note that, notwithstanding this increase, the insurance levies in 2011 are lower than they were in both 2003 and 2004.

Overall, the average annual increase across all member categories has been 2.2%.

For further information, please go to the members' section of the AIC website <http://www.aicandata.ca/cmsPage.aspx?id=100>



We asked the insurance program's actuary about the program's performance:

What has been the trend over the last seven years? Claim severity has increased significantly and that is the reason why premium increases have been necessary

How have the claims been distributed by member class? Claims have increased across all member classes.

How does the increased number of claims in our industry compare with other professions? The amount of claims in your industry is cyclical and highly correlated with the real estate market. Currently, your industry is hard hit by E&O claims.

Can we expect the premiums to go up again in the next few years? This trend will continue, unless the real estate market has a sustained recovery.



Appraisal review assignments

The purpose of this article is to shed some light on the intent behind an appraisal review assignment. Unfortunately, there is not sufficient space in this article to cover all the rules and comments, therefore, it is strongly suggested that members involved in these assignments thoroughly review *CUSPAP* in this regard (five pages total). As a reference, Section 8 of *CUSPAP* comprises the *Review Standard Rules*, whereas the *Review Standards Comments* comprise Section 9.

The *Review Standard Rules* and *Review Standard Comments* deal with purpose and scope of the assignment, clearly indicate what has to be present within the assignment in order for the reviewer to be compliant with *CUSPAP*, and provide guidance in the application of the process. Following are key excerpts from the *Standards* and *Comments* which may come as a surprise to many members.¹

8.1.2 This Standard deals with the procedures for the development and communication of a real property appraisal review, and incorporates the minimum content necessary to produce a credible review report that is not misleading. The appraisal review determines compliance with the appraisal Standard...

8.1.4 A technical review is work performed by an independent third party appraiser in accordance with this Review Standard, of an appraisal report prepared by another appraiser for the purpose of forming an opinion as to whether the analysis, opinions and conclusions in the report under review are appropriate and reasonable. The review appraiser does not sign/co-sign the appraisal report that is under review. [see 12.41]

8.2.8 provide an opinion as to the completeness of the report under review within the scope of work applicable in the review assignment; [see 9.5.5]

8.2.9 provide an opinion as to the apparent adequacy and relevance of the data and the

propriety of any adjustments to the data; [see 9.7]
8.2.10 provide an opinion as to the appropriateness and proper application of the appraisal methods and techniques used;

8.2.11 provide an opinion as to whether the analyses, opinions and conclusions in the report under review are appropriate and reasonable;

8.2.12 provide the reasons developed for any disagreement or agreement with the appraisal report being reviewed; [see 12.44]

The key elements here are compliance with the *Standards* (*CUSPAP*), appropriateness and reasonableness, and providing reasons for agreeing or disagreeing. However, there is a certain amount of gray area to this point in that the *Standards* suggest a reviewer should provide an opinion on various elements, but fall short of saying if the reviewer can provide an opinion on value. The reality is that many appraisers are asked to review an appraisal report and specifically to comment on whether or not they agree with the value or would have concluded another value. Furthermore, many members would swear that you can provide an opinion of value on the basis of a review. So, let us clear that up.

9.4 Purpose [see 12.43]

9.4.1 A review appraiser must ascertain whether the purpose of the assignment includes the development of an opinion of value of the subject property of the appraisal under review.

9.4.2 If the client's objective in the assignment includes the review appraiser developing an opinion of value of the subject property in the appraisal under review, that opinion is an appraisal whether: [see 12.49]

9.4.2.i. it concurs with the opinion of value in the appraisal under review;

- at the same date of the value in that appraisal; or
- as of a different date; or

9.4.2.ii. it differs from the opinion of value in the appraisal under review:

- at the same date of the value in that appraisal or;
- as of a different date.

9.4.3 Pursuant to either a or b above, the review appraiser must identify and state any new information relied upon, the reasoning and basis for the opinion of value and all assumptions and limiting conditions (if different from or in addition to those in the appraisal report under review) connected with the opinion of value.

So, without over-simplifying the process, now you know. You can provide an opinion of value in a review assignment, but your opinion becomes an appraisal and must conform to the *Appraisal Standard Rules* and *Appraisal Standard Comments*.

The review and appraisal assignments may be completed separately or incorporated into one report, but, in the latter case, the appraiser must ensure that the report conforms with the rules and comments found under the *Appraisal Standards* and *Review Standards*. 📄

End note

¹ All excerpts from *CUSPAP* 2010 version, bolded emphasis added by the author.

Standards Committee

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The future of peer review

Previous peer review articles covered such topics as *What is peer review?*, *Common errors found by reviewers*, and *Feedback from members*. This article will focus on the future of peer review, or, more specifically, some of the choices the Appraisal Institute of Canada (AIC) may face once the pilot project concludes in December 2011.

The Peer Review Pilot Project was launched in 2008 and concludes in December 2011, at which time the Board is to receive a report with findings and recommendations. The primary objective of the pilot project is to measure costs and benefits of a peer review program. The secondary objective is to build a peer review program infrastructure.

At the end of the pilot project's mandate, the committee will analyze the cost and benefit data and report our findings to the AIC Board, along with recommendations. Although it is premature to conclude what the findings may be, presumably, they will fall into one of three categories: costs exceed benefits, costs and benefits are similar, or benefits exceed costs.

Should it be found that the costs of a peer review program exceed benefits, then our options would be few. We may choose to extend the Peer Review Pilot Project in an effort to determine if costs can be cut while maintaining or increasing benefits. Or, we may simply choose to cease all efforts to develop a larger peer review program.

If we find that costs are similar to benefits, we would have a few more options. As noted above, we may consider an extension of the Peer Review Pilot Project in order to collect more data and attempt to streamline costs. Or, possibly, we may consider launching a small-scale voluntary or mandatory program.

If we find that benefits exceed costs, then



we have more options, and some important decisions to make.


One of the more pertinent questions will be, are the pilot project's cost and benefit findings scalable to a larger program? More research and feasibility studies may be required in this regard.

Assuming that we find that a large-scale peer review program is feasible, what could it look like? Well, that raises many more questions.

- Should it be a mandatory program, or a voluntary program, or both?
- Should it be user pay, or subsidized by AIC dues?
- Should it be administered within the AIC, outsourced, or completely privatized?

The enormity of these decisions cannot be understated. For example, let us assume we choose to launch a mandatory program for only private practice designated members, where each member must have a peer review once every five years. This could generate upwards of 400 peer reviews per year, which could require two full-time peer reviewers plus administrative support.

Although the costs may be significant, so too could the benefits such as a heightened quality and consistency of our members' work product, fewer professional practice complaints, and reduced insurance claims.

A great deal has been accomplished since 2008. We have created a peer review program infrastructure. We have gained actual practical experience administering a peer review program. And we have gathered actual program cost and benefits data. However, much work still remains before we are in a position to make any decisions regarding the future of peer review within the AIC. 

Ad Hoc Committee on Peer Review

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Say what you mean and mean what you say

I cannot remember when I first heard that saying, but suspect it was from my parents many years ago. Then, as a 25-year member of the RCMP, I was reminded of its importance countless times when conducting investigations and/or giving evidence. While no longer conducting criminal investigations, I find this timeless piece of advice invaluable in everyday life — and never more evident than over the past couple of years being an investigator with the AIC.

My intent is not to speak to the importance of good grammar — although we all know this is very important as well — it is to comment on the importance of being accurate in what we say, to guard against the natural human tendency of wanting to make sense of things we see, or to form opinions on limited knowledge or data. People rely on our reports to be accurate and, if we make statements that are later found to be untrue or misrepresent the truth, our reputation may be devalued — not to mention our possibly being liable. Think of it this way, the words/phrases you use can have different meanings, i.e., 1) what you mean, 2) what the reader/listener thinks you mean, and 3) the dictionary definition.

In reviewing files, and in everyday life experiences, I find that misunderstandings generally stem from two broad areas of communication style. The first is making generalized statements without qualifications, i.e., what is 'old' and what is 'young?' Well, you may be 30 and think 50 is old and 25 is young. What about the 50-year old — he may feel young — and is, compared to his/her parents. What about when describing the condition of someone's home or the strength of a market? While I am not suggesting that we cannot use general words/phrases, I am suggesting that, without qualifying them, you are increasing the risk of being misunderstood.

The second communication style that is misleading to even yourself is making assump-

tions. Dictionaries define 'assumption' as — *an act of taking to or upon oneself, taking for granted, something taken for granted or accepted as true without proof, a supposition, arrogance*, etc. It is this 'assuming' that I earlier referred to as a natural human response to our need to try and make sense of things we see and hear. At times, this may lead to forming unsubstantiated opinions. However, if we simply state what we actually know, and not what we think we know, we will subject ourselves to less criticism due to these possibly misleading and false assumptions and reduce the risk of coming before the PPC process. Here are some examples:

Is the basement 'insulated and boarded,' or is it, 'boarded and assumed insulated?' You saw the boarding, but did you see the insulation?

Is the property/home 'owner-occupied,' or is it actually 'assumed owner-occupied?' Do you personally know the people that live there, have you seen the title, etc.? Or, could this be the file where the person you met at the property was an imposter stealing mortgage money from the real property owner without your knowledge?

When you are shown an environmentally clean certificate for the subject property, should you say, "the property is environmentally clean," or should you say, "the client provided an environmental clean certificate for the property" — with further observational comments as required?

Under property history is a statement such as, "The property was purchased by the current owner in March 2008 for \$500,000" — correct? Or is it, "The client advises that he/she purchased the property in March 2008 for \$500,000?" Or could it be, "Title indicates that the property was purchased in March of 2008 for \$500,000?" If you were not one of the parties in the transaction, how can you be sure the title is correct or that the client is telling you the truth? How many times have clients been untruthful to you?

The point of the above examples is not to suggest that you cannot make assumptions, it is to suggest the importance of disclosing those assumptions so the reader/client/user can make better-informed decisions. While we may agree that we do not know the cause of why some members/people make more incorrect assumptions than others, I think it is important to recognize that just about everything we do is habit. While my 25 years as a police officer may have made me more skeptical than most, it leads me to see quite often where our members have made incorrect assumptions that lead to misunderstandings. Repeating or relying on second- or third-hand information as being accurate (without verification) is a notoriously bad habit. Assuming we are doing good work, there is nothing wrong with stating the simple truth — and if you do not know something, then say so. No one gets more credibility on the stand or at the hearing than the person who does good work and does not hesitate to admit they do not know everything. It is never more evident than in litigation work that it is not good enough to do good work, you have to be credible.

It does not take any longer to develop a good habit than a bad one — and forming good habits is a habit in itself. If there is one assumption you should make, it is assuming you will eventually have to defend your work/statements — so get it right the first time. 🇨🇦

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Electronic data security and privacy

The Professional Practice Group is occasionally faced with a situation where an appraiser pleads a catastrophic loss of data and work files from flooding, data corruption and even software obsolescence to explain the non-existence of a work file and completed report. As a business person, the loss of client lists, research data, and files represents perhaps the single greatest risk to your business. Such a loss also creates more difficulty if required to respond to civil claims and complaints, and is as disastrous as losing your client lists that are the focal point of your marketing and advertising campaigns.


In his article *Cyber crime, liability and the appraiser*,¹ Mark Fredericks discussed the legal impact of losing data and cyber crime and outlined key security issues of importance to appraisers. Further to his recommendations, the following should also be considered.

From a best practices point of view, there are some simple preventative measures you can take to protect your electronic data against the most common threats. These suggested methods can be incorporated relatively easily, and at little or no cost.

1. Install the latest updates to eliminate security vulnerabilities. Protect yourself by using licensed software and installing the latest security patches and updates. This minimizes the risk of someone hacking into your system. Older software has likely been long compromised by hackers and, without updates and patches, you increase your vulnerability.
2. Use passwords. If your password is one of the top 10 passwords in use, it is not very secure.ⁱ Ideally, use capital letters and numbers — the longer the better. Changing passwords often will also thwart hackers. This applies to files,

as well as access to your computer, laptop, PDA, or Blackberry.

3. Antivirus software. As simple as a 'cookie' that tracks your website visits and internet habits, to spying on you, to recording keystrokes, spyware and adware can track practically everything you do on your computer. Install reputable antivirus software and update the virus databank regularly, otherwise you risk losing your personal information, as well as compromising that of clients as well.
 4. Install a firewall. This is essential to act as a gatekeeper to prevent unauthorized access to your computers and network.
 5. Use email wisely. Email is a common tool to send viruses around the world. Aside from inadvertent confidentiality breaches that can arise, check the source address and destination address as well as the attachments to ensure you know where emails come from and to whom they are being sent.ⁱⁱ
 6. Metadata. If you do not know what it is, and the risk it poses to you, then maybe it is something to learn about.ⁱⁱⁱ
 7. Develop an office policy. This is a good practice for you, as well as your staff and contractors, and should set out where your passwords are stored and who can access your systems if you are unavailable for health or personal reasons. Think of it as being akin to a 'Power of Attorney.'
 8. Back up data. As costs for hard-drive backup and online backup systems continue to come down, it makes sense in today's business environment to have a backup system in place. It would be good to test the backup by conducting a recovery test at least annually.^{iv}
- The *Standards* set out the minimum retention requirements for your work files and reports. They also give the appraiser the discretion to keep the

traditional paper files, or take full advantage of technology to retain digital copies, either onsite or offsite. The key is to ensure that you can access the data and that the confidentiality of the data is not compromised. 

End notes

¹ [http://www.aicanada.ca/images/content/file/CPV_2010_Book3\(aug5\).pdf](http://www.aicanada.ca/images/content/file/CPV_2010_Book3(aug5).pdf)

ⁱ A celebrity once used 'Tinkerbell,' which elevated it to Number 3 spot. It was the name of her pet.

ⁱⁱ Who can forget this recent blooper: "Please disregard this email, it was intended for my client.

Sent wirelessly

Subject: Re: Disclosure . . .

I am not supposed to tell you the value, keep it between us, the value was . . ."

www.AppraiserChat.com

ⁱⁱⁱ <http://en.wikipedia.org/wiki/Metadata>

^{iv} http://en.wikipedia.org/wiki/Remote_backup_service

Professional Affairs Coordinating Committee

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What happens at an appeal hearing?

The Appeal Committee is responsible for appeals on matters arising from admissions, continuing professional development, the course per year requirement, and the Candidate Registry. However, most cases heard by the committee are appeals from decisions of the Adjudicating Committee relating to conduct sanctions (Appraisal Institute of Canada (AIC) *Regulation 5.50.2*). Fresh evidence shall not be considered unless it can be demonstrated that such evidence was not reasonably available at the time of the adjudicating hearing (AIC *Regulation 5.53.3*).

The Appeal Committee is responsible to establish its own rules of practice, where not specified in the AIC *Regulations*.

Most Appeal Committee hearings take two to three hours. A typical hearing will include the member charged (with or without legal counsel), the professional practice advocate (with or without legal counsel), a court reporter, and the Appeal Committee hearing panel, which typically consists of three members.

Before the hearing, the hearing panel will have been provided with the Adjudicating Committee decision, notice of appeal, grounds of appeal, any written submissions or other materials supplied by the parties, and the documentary evidence that was presented to the Adjudicating Committee. In the written submissions, it is recommended that the member charged include a statement on the recommended discipline and costs.

It is recommended that, in the case of a party wishing to present new evidence, a separate submission seeking leave to present new evidence be provided to the AIC office at least seven days prior to the commencement of the hearing. It is within the discretion of the chair of the Appeal Committee or the hearing panel to make a decision concerning the presentation of new evidence.

A hearing generally follows this process:

1. The chair will open the hearing by reading the charged member's name and the file number into the record and noting the persons in attendance.
2. The chair will ask all parties for acknowledgment that the provisions of the AIC *Regulations* have been met with respect to giving notices and whether the exchange of other information and documents has been sufficient.
3. The chair will ask the parties if they have any objections to the hearing proceeding on any grounds, other than the objections to the findings in the Adjudicating Committee decision.
4. The professional practice advocate will tender a hearing book containing documentary evidence presented to the Adjudicating Committee and the decision of the Adjudicating Committee. The hearing book will be labeled.
5. The chair will ask the member charged if there are any objections to the admissibility of the hearing book being labeled.
6. The professional practice advocate and the member charged will be invited to make opening statements (not a mandatory step).
7. All testimonial evidence is to be given under oath.
8. If the chair of the Appeal Committee or the hearing panel has allowed an application to present new oral evidence, then there will be an opportunity to call a witness to give that evidence and all the other parties will have the opportunity to cross-examine that witness.
9. Usually the party appealing proceeds first to present argument as to why the Adjudicating Committee decision should be overturned or varied.
10. The member charged should set out the nature of the order sought from the hearing panel.
11. Members of the hearing panel may ask questions of the member charged.
12. The professional practice advocate will present his/her argument and submissions.
13. The professional practice advocate should set out the nature of the order sought from the hearing panel.
14. Any rebuttal that the professional practice advocate wishes to make to the member's presentation should be included as part of his argument and submissions.
15. Members of the hearing panel may ask questions of the professional practice advocate.
16. Any rebuttal that the member charged wishes to make on the argument and submissions of the professional practice advocate will be given an opportunity to do so.
17. AIC will provide the hearing panel with a copy of the charged member's record from the national professional practice database. This record is deemed to be accurate and subject to a rebuttal from the member.
18. The chair of the hearing panel will conclude the hearing and indicate the decision will be reserved and prepared within 60 days of the hearing.

This process is typically followed at an appeal hearing to ensure that all parties are given equal opportunity to present their case. 

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The Standards revisited

Changes to the regulations governing professional practice have led to a change in the types of complaints that actually find their way to a hearing before the Adjudicating Committee and most charges reflect only the more serious of ethical and standards breaches. Except in the rare cases of willful disregard for professional standards, the root causes for complaints can be found in incomplete or incorrect application of the *Ethics Standard Rules* and the *Appraisal Standard Rules*. The changes to the regulations have not changed the underlying issues resulting in complaints.

Appraisal Standard Rules

While all of the *Appraisal Standard Rules* should be addressed in an appraisal, there are a few which occasionally receive less attention than they deserve, which leads to potential errors. In some cases, there is no error in terms of the facts, but, rather, a failure to clearly communicate the situation in the report. Either case can lead to subsequent complaints.

- *SR 6.2.10* and *6.2.11* deal with identifying all assumptions, limiting conditions and hypothetical conditions. A typical boilerplate array of assumptions and conditions is useful in many circumstances, but it is important to make sure that the standard clauses are relevant to the case at hand. If they are not relevant, then they should be removed from the report. Case-specific assumptions and conditions need to be clearly laid out so that it is clear to the client and any other user of the report exactly what the basis for the conclusions has been. There should be a clear understanding between the client and the appraiser of exactly what assumptions

“The Standards, or lack of attention to them, is at the heart of most professional practice complaints.”

and conditions will be required to properly address the specific case.


- *SR 6.2.23* and *6.2.24* involve analyzing agreement of sale, option or listing of the property as well as any prior sales of the property. These factors are key representations of the market in which the property is trading. Fail to seek out and report them at your peril.

Ethics Standard Rules

Breaches of some of the *Appraisal Standard Rules* can, by extension, lead to allegations of *Ethics Standard Rules* violations. However, outside of willfully disregarding the *Standards*, or fraud, there are three key areas that lead to problems:

- *ER 4.2.6* relates to improperly claiming qualifications. The issue often resulting in charges has been dealt with before in this space, but it is worth a reminder. Members holding the CRA designation can appraise only individual, undeveloped residential dwelling sites and dwellings containing not more than four self-contained family housing units. If you are appraising a property outside of this group, simply dropping your CRA designation is not acceptable. The report must be co-signed by an AACI. If you are in doubt about whether a property falls within the scope of practice of a CRA, check with the Institute.

- *ER 4.2.8* involves refusal to co-operate with the Institute. In the course of investigating a complaint, you will likely be asked to provide certain information. To refuse to do this or to delay beyond reasonable amounts of time provided will likely lead to a suspension until the requirements are met.
- *ER 4.2.9* deals with creating a workfile for each assignment. If you are asked for your workfile as part of an investigation, there is an expectation that it contains more than a copy of the appraisal report in question. Other key items would include field notes, information on selected comparables and notes on any conversations or other property-specific data obtained in the course of the appraisal. Comment 5.9 provides additional detail on the expected contents of the workfile. These workfiles must be retained for a minimum of seven years.

The *Standards*, or lack of attention to them, is at the heart of most professional practice complaints. This is a brief look, but it highlights where some of the more serious areas of concern can arise. For every assignment, it is important to always keep in mind the broad fundamentals reflected in the *Standards*. 

Adjudicating Committee

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Confidential data



Robert Patchett, LL.B.
Counsellor, Professional Practice

As an appraiser, you are often faced with multiple requests concerning a specific property. You have completed an appraisal for one client and you are asked to appraise for a new client. You may even be asked to simply 'readdress' the report, 'recertify' or 'reassign' it. Sometimes, the same client may even ask for an 'update.' In responding to these types of requests, it is important to consider the confidentiality and conflict of interest sections in the *Standards*.

It is important to clarify your instructions, as the requesting party may not understand what they are asking you to do or may not understand what they need, and, more importantly, may not understand what your professional standards permit.

Assignment results are your opinion, conclusions and factual data collected and rendered specific to an assignment. The *Standards* provide that an appraiser cannot disclose confidential information or assignment results to anyone other than the client and persons authorized, intended users¹, or as required by law or by virtue of your membership in AIC. The act of discussing your conclusions, even with a peer, could be viewed as divulging assignment results.

You can accept a new assignment² relative to a previously appraised property, recognizing that you cannot disclose confidential information during this subsequent assignment. In some instances, however, you may have to disclose in advance if you have previously provided any professional services in relation to a property (not your opinion and conclusions) before accepting an assignment.³ By virtue of this being a new assignment, the results are confidential, even if the conclusions are the same.

Confidential information is information that is identified by the client as confidential when providing it to an appraiser and that is not otherwise publicly available⁴. It can also be information that, by legislation or regulation, is personal information as defined in *PIPEDA*, privacy or banking legislation, or by regulation published by a regulator such as OSFI or RECA.

The Appraisal Institute of Canada (AIC) has consistently recommended that, in providing assignment results in writing, appraisers include specific limiting conditions relative to the use of data in a report and who may rely on that report. Further, it is recommended that you label each report as being *Copyright, All Rights Reserved*.⁵ The factual data that you include in your report, along with your opinions, recommendations and conclusions, should be protected as your

intellectual property. Your data is your own that you use in the provision of professional services, and you, in fact, re-use that factual data and opinions in other assignments, subject to guarding confidential and personal information. That data is your knowledge base and expertise that you rely on in providing professional services.

It will remain a business decision as to whether or not to accept an assignment, to provide your opinions, data and conclusions, in whole or in part, or to permit a client to rely on them, in whole or in part, subject to your professional obligation to comply with the *Standards*, which includes compliance with applicable legislation and regulations. The final remaining caveat should be to always consider if there will be coverage under your professional errors and omission insurance policy, should you choose to accept a particular assignment. 📌



End notes

¹ See *CUSPAP 2010* Section 6.2.1. For example in a litigious matter, the lawyers, courts and parties to the litigation would normally all receive copies.

² It is recommended that, before taking on an assignment for a consumer or mortgage broker, you explain that a lender may decide themselves if they need an appraisal and who may perform that appraisal. In practice, to avoid fraud, lenders would not normally accept such a report that they had not ordered themselves.

³ See *CUSPAP 2010* Section 12.8.14

⁴ See *CUSPAP 2010* Section 2.17

⁵ See *Handbook on Disclosure Guidelines* Section 2.7

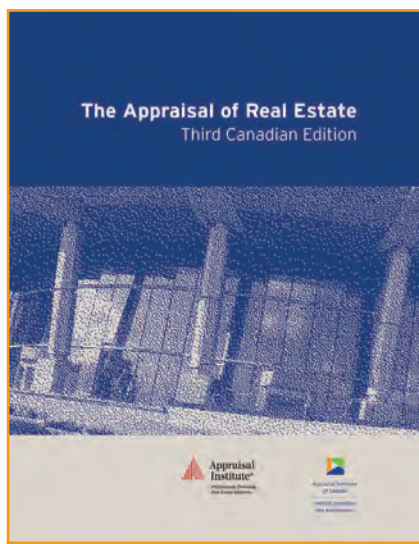
Introducing *The Appraisal of Real Estate, Third Canadian Edition*

The US Appraisal Institute recently updated its *Appraisal of Real Estate* text to the 13th edition. Over an 18-month period, I served as part of the updating team, one of the 44 contributors, reviewers and consultants now listed in the book's acknowledgements. Today, I am pleased to have the opportunity to bring these improvements into Canada, with the publication of the *Appraisal of Real Estate, Third Canadian Edition*.

The *Appraisal of Real Estate* is considered by many to be 'the bible of the valuation profession' in Canada, as well as in the US, Australia and abroad, with translations in 12 languages. The Second Canadian Edition sold nearly 7,000 copies over its eight-year life, making it a Canadian best-seller. This book has served well as the Appraisal Institute of Canada's (AIC's) key publication and the repository of the Institute's 'body of knowledge.' The *Appraisal of Real Estate* is the central reference text for all valuation practitioners in Canada — a 'must have' for anyone with a professional interest in appraisal or an interest in real estate value in general.

The *Third Canadian Edition* reflects the evolving language in professional standards, changing markets (for better or worse), ongoing issues in the regulatory environment, and changes in the appraisal body of knowledge, as recognized in peer-reviewed professional texts and journals and in the educational materials of AIC and other appraisal organizations. Michael McKinley, editor of the US edition, says, "The new edition is not a radical departure from what is familiar to long-time readers and users, nor is it a simple repackaging of old information." He explains the updating was more "a process of refinement rather than revolution," reflecting the changing appraisal profession in recent years.

The *Third Canadian Edition* addresses changes to the *Canadian Uniform Standards of Appraisal Practice*



(CUSPAP), reflecting the *Standards* evolution since their 2001 introduction. One example is the changing nature of valuation practice and the increasing need to understand and clearly define the 'scope of work' in all professional assignments.


Globalization is another issue that is emphasized more strongly in the *Third Canadian Edition*. While real estate is traditionally dominated by local issues (the age-old maxim 'location, location, location'), the global movement of capital and the pervasive impact of international financial trends has had increasing prominence in real property markets. With globalization comes the need for *International Valuation Standards (IVS)* to account for situations where CUSPAP is not the applicable standard.

Along the same lines, the accounting profession's move from GAAP to *International Financial Reporting Standards (IFRS)* is causing changes in the Canadian valuation landscape and to CUSPAP. The *Third Canadian Edition* addresses the growing collaboration between valuation professionals and accountants, with these changing accounting standards potentially opening the door for more

work in valuation for financial reporting, but also imposing new professional obligations for appraisers in providing compliant valuation advice.

The *Third Canadian Edition* also reflects society's concerns regarding environmental issues surrounding real estate, with the addition of materials on green building and sustainability, as well as valuing properties with impairments.

Overall, the *Third Canadian Edition* has increased from 27 chapters to 30, and from 681 pages to 768. New chapters have been added on appraisal review and consulting, the use of statistics in valuation, and valuation for financial reporting. The expanded focus on all three of these topics, moving from appendices or short sections into freestanding chapters, reflects their increasing importance in Canadian valuation work.

In closing, I am proud once again to have had the privilege to document the work of Canadian valuation professionals, and to be a part of the team publishing the preeminent publication of its kind in our country. I anticipate the *Appraisal of Real Estate, Third Canadian Edition*, will become an indispensable book in the library of all valuation professionals and for anyone else who wants to know more about the basis of real property value in Canada. 

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Spotlight on Continuing Professional Development

FEED YOUR FUTURE with CPD FRIDAYS



The UBC Real Estate Division continues its series of live, online, web-based Friday seminars or *webinars* consisting of a two-hour presentation with an expert instructor, who will present an interactive online classroom session and answer any questions. Attend the session, complete two hours of pre-reading on your own, and receive four Appraisal Institute of Canada (AIC) CPD credits. There is no quiz or exam required to receive these credits.

CPD 111: Decision Analysis – Making Better Real Property Decisions

Presented December 3, 2010 by Bruce Turner, AACI

AIC's 'New Horizons' initiative is aimed at broadening the field of practice for valuation professionals — advancing beyond point-in-time valuation and into the realm of providing strategic advice. Just as every large corporation has an accounting professional on its Board of Directors, so too should every real estate-focused business need a valuation professional in the boardroom. However, appraisals are unlikely to be needed at this level — rather, what is demanded is strategic, critical thinking about real estate issues and the willingness and ability to provide useful recommendations.

The goal of this course, adapted from the UBC Real Estate Division's *BUSI 460* course *Critical Analysis and Forecasting in Real Estate*, is to develop the necessary mindset for real property valuation professionals to help clients make better-informed real estate decisions. Specifically, real estate professionals must be able to:

- critically analyze the context for real estate problems;
- accurately diagnose complex real estate problems; and
- identify and support potential real estate solutions, goals, and actions that are objective and comprehensive, facilitating sound decision-making by clients.

The course explores a variety of formal and informal decision-making techniques. While an intuitive 'rule of thumb' can be perfectly appropriate in some circumstances, other situations may demand a more systematic weighing of benefits and costs of alternatives.

Decision trees are one example of how advisors can help clients better understand the decisions that they face. Decision trees help answer the following questions:

- What are the key uncertainties?
- What are the possible outcomes of these uncertainties?
- What are the chances of occurrence of each possible outcome?
- What are the consequences of each outcome?

This structured process forces the advisor and the client to immediately get to the heart of the problem that needs solving. It also forces logical, comprehensive analysis of alternatives, along with the probabilities of achieving different outcomes. By adopting a systematic decision analysis framework, the advisor is much more likely to be able to work through complex problems effectively and to reach decisions strategically. The key to long-term success is valuable advice provided to satisfied clients.

CPD 124: Scope of Work – Establishing 'New Horizons' For Your Valuation Services

Presented December 3, 2010 by John Clark, AACI

AIC's 'New Horizons' initiative also envisions real property professionals who provide a wide range of valuation services. For any given property, a valuator might be commissioned to complete a simple mortgage appraisal form report that takes a few hours to complete or a complex narrative report in support of litigation that takes days or even weeks to prepare.

The necessary due diligence will vary dramatically in these two assignments. The widely different levels of research and analysis may well result in different value conclusions – yet, as long as CUSPAP's 'reasonable appraiser' test has been met for each assignment, it may be that neither value can be considered 'wrong.' The key to this seeming paradox is in the assignment's *scope of work*.

Scope of work gives appraisers the ability to customize assignments in order to better serve their clients. In an ever-changing business environment, and an expanding global economy, such flexibility is increasingly important. Scope of work allows appraisers to expand their range of services beyond the traditional ones and opens doors to new opportunities. (from Stephanie Coleman, MAI, SRA. 2006.

Scope of Work. Chicago: Appraisal Institute)

The objective of any assignment is a *credible* or *duly-founded* opinion that is useful in solving the client's problem. A credible result does not mean 'the right number' or 'an irrefutable conclusion.' It implies that assignment results must be believable to any and all who may be in a position to judge. The foundation of an opinion must be reasonable, and must be supported by relevant evidence and logic.


Establishing scope of work means you should no longer immediately respond to the question "What is the cost of an appraisal?" with your standard fee quotation. Instead, reply with questions that determine what needs to be done in order to solve the client's problem. A client who needs a simple drive-by confirmation of a property, or one who requires a narrative presentation accompanied by expert testimony in a court of law is faced with two completely

different problems – with different scope of work, different due diligence expected, a different set of fees, and, likely, a different value conclusion.

This session will use case study scenarios to highlight how the scope of work may vary in a given situation. Letters of engagement will be explored as a way to communicate to the client in writing what scope of work is proposed prior to accepting an assignment. And, while it should be obvious (though it is clearly not to everyone), your professional fees should (**must**) vary to account for the depth of due diligence necessary. The first step to providing 'valuable' solutions to clients is recognizing your own value as a valuation professional.

Upcoming CPD Friday webinars:

- Friday, December 3, 2010:
CPD 111: Decision Analysis – Making Better Real Property Decisions
CPD 124: Scope of Work – Establishing 'New Horizons' For Your Valuation Services
- Friday, March, 2011
CPD 104: Hotel Valuation
- Friday, April 1, 2011
CPD 106: Multi-Family Property Valuation
- Friday, May 6, 2011
CPD 102: Valuation of Property Impairments and Contamination

For more information on these and other UBC CPD offerings, please visit our website: www.realestate.ubc.ca/webinar or www.realestate.ubc.ca/cpd 

Interactive edition of CANADIAN PROPERTY VALUATION

With print and electronic communication operating hand-in-hand more than ever before, we are more than happy to advise you that *Canadian Property Valuation* magazine is available online in a highly interactive format.

A user-friendly, interactive Media Rich PDF format that includes:

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- Active links to the specific stories from the front cover and contents page
- Active links to advertiser websites from their ads

Please check out the interactive *Canadian Property Valuation* at www.aicanada.ca



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 July 16, 2010 to October 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 juillet au 15 octobre, 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

Guo Jun He
Byron S. Henderson
Abhishek Paul
Oliver Thomas Tighe
Mark Wojcichowsky

BRITISH COLUMBIA

Charmaine S. Cheng
Taylor J.W. Dedora
Frank Peixue Fa
Gordon C. French
Tiffany Lee

MANITOBA

Kelly L. Clement

NOVA SCOTIA

James J.L. Hardy

QUEBEC

Stanislava Peker
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

Diane S. Beisel
Ron E. Buskell
Robert R. Dodd
Roberta Widdifield

BRITISH COLUMBIA

Brodie Gunn
Colin D. Holdener

NOVA SCOTIA

Josh Morash

NEW BRUNSWICK

Shawn S. Dube
Brenda Hall

Candidates / Stagiaires

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

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

ALBERTA

Joel Andresen
Trevor J. Birchall
Curtis Chichak
David G. Clark
Ken Heemeryck
Patricia Pidruchny
Whitney Pope
Kevin Tam
Ning Zheng

BRITISH COLUMBIA

Lindsey Black
Corey Colville
Lee D. Knull
Stephanie McNeil
Adam Kamal Naamani
Laura M. Williams

NEW BRUNSWICK

Melissa McCartney
Jonathan Watts

NOVA SCOTIA

Samantha Lacey
Rob Semple
Matthew Whittleton

ONTARIO

Yoonsuk Edward Cha
Krista Stephanie Derro
Drew Dixon
Peter Figures
Chris Gulsoy
Janine Haanstra
Devon M. Howsam
Shardul L. Jani
Xia (April) Ji

Michael P. Kaukonen
Nicholas Ondiaka
Mark R. Penhale
Rajesh Randy Ramadhin
Rodney Joel Sinson
Kristina V. Smailys
Garret Smits
Matthew Van Huizen
Brandon T. Wilcox
Tianqi Zhao

QUEBEC

Josiane Leduc

INTERNATIONAL

Sharika Tucci

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.

ALBERTA

Kirsten E. Ferrill

BRITISH COLUMBIA

Steven R. Caldecott
Dan B. Green
Min Kim

MANITOBA

Ayrton P. Neufeld

NEWFOUNDLAND

Jacqueline D. Squibb

ONTARIO

Richard M. Bonk
Hossein Danesh-Heidari
James T. Mason

JACK WARREN SCHOLARSHIP RECIPIENT

The Jack Warren Educational Trust Committee is pleased to announce the recipient of the 2010 scholarship. Congratulations go to Dan Green, an AIC student member from Ucluelet, BC who is this year's recipient of the Jack Warren Education Trust Scholarship.

The annual scholarship is available to individuals from across Canada pursuing careers in real estate appraisal. For more information or to obtain an official application form, please contact the British Columbia Association of the Appraisal Institute of Canada, #845 – 1200 West 73rd Ave, Vancouver, BC (604) 266-8287, or visit the BC Association Appraisal Institute of Canada website <http://bc.aicanada.ca>, click on Awards and look for the Jack Malcolm Warren Educational Trust.

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.*

Albert Bowman – Stratford, ON

Jon Arthur Eastman – Winnipeg, MB

Edward Howell, AACI – Vancouver, BC

Louis Receveur, AACI – Prince Albert, SK

CRITICAL DATES

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. AIC will perform random audits during January 2010.

December 31, 2010 – Payment due date for professional liability insurance levy. MMR sent AIC members their insurance e-invoices in mid-November.

June 10, 2011 – Appraisal Institute of Canada Annual General Meeting, Moncton, NB

Letter to the EDITOR August 27, 2010

RE: CRA – Scope Creep (CPV magazine – Volume 54, Book 3, page 28)

I wish to begin by thanking all of you for your efforts in writing an excellent article. I practise in a largely rural area and I believe there is a significant problem with CRAs completing reports on properties possessing a commercial content, agricultural in particular.

The question has been posed at standards seminars, "Can a CRA complete a standard (house and 10 acres) appraisal request on a larger property that is zoned for agricultural use?" One response was "No," because it is part of a larger agricultural operation, which is commercial, and a CRA cannot do "part of" a commercial property. Subsequently, at another seminar, the answer changed to "Yes," because, in a hypothetical appraisal, the highest and best use changes to "residential."

I have been asked to complete appraisals requiring a second value over the entire farm, which typically would include 160 acres, cultivation, a trucker's shop, barns, cattle containment areas, etc. I pointed out on the AMC's site that an AACI was required and requested a modest fee increase that was denied in each case. I am concerned that CRAs are completing similar assignments.

I am aware of another instance where the AMC contacted a residential appraisal company to complete a commercial assignment on a parcel of

land suitable for a 60-lot subdivision without knowing that a CRA is not qualified. I recently lost another assignment on potential urban residential land which required "house and five acres." I told them that five acres could still be subdivided and suggested a hypothetical "house on an average sized residential lot." I also stated that an AACI was required. The lender disagreed and stated that there was no commercial content, because the zoning was residential.

I can understand that not every lender is knowledgeable about the finer points of the CRA and AACI designations, but "the professionals" should know better, especially when they are informed through postings on their websites.

Of course, one of the main issues is whether or not the appraiser has insurance and whether or not he/she is in violation of AIC *Standards*. Most banks require their appraisers to be insured. I speculate that a lender could be sued because "they knew or ought to have known that the appraiser (without insurance) was not qualified to do the job."

Once again, I would like to thank you and your committee on a good article.

Peter Ryks, AACI

Annual Conference

OF THE APPRAISAL INSTITUTE OF CANADA



Moncton, New Brunswick
Delta Beauséjour Hotel,
June 8-11, 2011

The Appraisal Institute of Canada and Appraisal Institute of Canada - New Brunswick are very pleased and proud to be hosting the 2011 annual conference in this historic east coast city — Moncton, New Brunswick. Join Committee Chair **Mathieu Maillet, AACI** and the Organizing Committee members in June 2011 for the annual conference at the Delta Beauséjour Hotel

AIC and the Moncton Conference Organizing Committee have created an educational program in support of the theme 'Changing Tides — Brighter Horizons.' The conference encompasses three days of diverse education sessions, designed to reflect the multi-disciplinary nature of the valuation profession and encourage members to acquire the knowledge they need to expand their practice to meet the demands of an evolving marketplace.

Join keynote speaker **Martin Latulippe, CSP** who has dedicated his life's work to "helping individuals, teams and organizations to create and master transformational thinking." Martin is a four-time best selling author and a highly-acclaimed inspirational and transformational speaker in the field of human potential. Martin was blessed to receive a second chance after surviving a dramatic hockey accident at the 2001 World University Games, in Poland, where he was the captain of the Canadian university hockey team and where Canada won the silver medal. Martin's inspirational presentations at conferences and seminars have reached more than 350 000 participants in Canada and internationally throughout France, Belgium, Africa and the United States.

The interesting and varied slate of speakers will include presentations and panel discussions designed to help enhance your skills and provide you with the tools to succeed beyond 2011. For more information, visit the AIC conference website at <http://aic2011.aicanada.ca>

The committee has planned a networking evening in keeping with celebrated east coast hospitality. Join other conference delegates as we introduce you to local foods, culture and talent.

The evening is being held in the village of Shediac at the Parlea Beach restaurant and promises to be an evening filled with good music, hearty laughter and great networking opportunities.

Plan to come east to Moncton next year. Let's exchange ideas, challenges and success stories. It is time to rekindle old friendships, meet new people and share our knowledge in our chosen field of property valuation. It is time to start talking about tomorrow!

As part of a two-year trial period, the Appraisal Institute of Canada is once again offering a special conference fee for Candidates and students in order to increase the participation of these two membership categories. The discounted registration fee is \$400 (excluding taxes). This registration fee will be available to a maximum of 100 Candidates and students per conference on a first come, first served basis.

Registration fees (excl. taxes)	Until May 3	May 4 - May 22	After May 23*
Full conference	\$650.00	\$750.00	\$850.00
Full companion/retiree	\$325.00	\$350.00	\$375.00
Candidate/student	\$400.00	\$400.00	\$400.00
Daily rate (per day)	\$300.00	\$350.00	\$400.00

*After May 23 you may register by contacting Marie Louise Doyle at maried@aicanada.ca or in person at the conference.

- Online registration opens on February 28, 2011.
- Online registration closes May 23, 2011.

Mark the dates in your calendar. Book your hotel room now by visiting: <http://aic2011.aicanada.ca> or call the hotel at 1-888-890-3222.

Join us in Moncton next spring. Bookmark the conference website at <http://aic2011.aicanada.ca> and visit often to see information updates. For further information, please contact AIC's Conference and Meetings Planner, Marie-Louise Doyle at maried@aicanada.ca



Appraisal Institute of Canada

Institut canadien des évaluateurs

NOTICE OF ANNUAL GENERAL MEETING

Appraisal Institute of Canada AGM 2011

Delta Beauséjour
Moncton, New Brunswick

Friday, June 10, 2011 - 15:15

Agenda

1. To confirm the Minutes of the June 4, 2010 AGM.
2. To receive Reports
 - a) President
 - b) Management
 - c) AIC Committee Reports
3. To receive audited financial statements for the past year and appoint auditors for the forthcoming year.
4. To elect the Board of Directors of the Appraisal Institute of Canada.
5. To consider AIC By-law revisions as presented by the Board of Directors.
6. To consider resolutions submitted in accordance with the By-laws.
7. To consider all other business as may properly come before the meeting.

AVIS D'ASSEMBLÉE GÉNÉRALE ANNUELLE

Institut canadien des évaluateurs, AGA 2011

Delta Beauséjour
Moncton, Nouveau Brunswick

Vendredi le 10 juin 2011 - 15 h 15

Ordre du jour

1. Approbation du procès-verbal de l'AGA du 4 juin 2010.
2. Présentation des rapports
 - a) du Président
 - b) de la direction
 - c) des comités de l'ICE
3. Présentation des états financiers vérifiés du dernier exercice et nomination des vérificateurs pour le prochain exercice.
4. Élection des membres du Conseil d'administration de l'Institut canadien des évaluateurs.
5. Examen des modifications aux règlements de l'ICE, telles que présentées par le Conseil d'administration national (CAN).
6. Examen des résolutions présentées conformément aux règlements.
7. Étude de tous les autres points dûment présentés à l'Assemblée.

AIC	2011 Annual AIC Conference Changing Tides, Brighter Horizons June 8-11, 2011 Delta Beauséjour Moncton, New Brunswick Annual General Meeting Friday, June 10, 2011 – 15:15 – Moncton, New Brunswick For information contact info@aicanada.ca or http://aic2011.aicanada.ca or 1-888-551-5521	ON	Professional Practice Seminar December 3 and 4, 2010 – Peterborough, Ontario Instructor: Michael Mendela 2011 Fee Symposium February 11 and 12 – Toronto 2011 Conference and Annual General Meeting April 15 and 16 – Hamilton For information or to register log onto www.oaaic.on.ca or contact Lorraine Azzopardi at lorraine@oaaic.on.ca or (416) 695-9333 x222
BC	Professional Practice Seminars November 19 and 20, 2010 – Lower Mainland Larry Dybvig, AACI For information contact info@appraisal.bc.ca or (604) 266-8287 or http://bc.aicanada.ca	QC	Holiday Dinner November 23, 2010 – University Club in Montreal For information contact Ginette St-Jean at aqice@qc.aira.com or (450) 454-0377 or 1-877-454-0377, or check www.aqice.ca
AB	Professional Practice Seminar December 10-11, 2010 – Calgary AB Conference and AGM March 11-12, 2011 – Edmonton AB For information contact AB AIC at info@appraisal.ab.ca or (403) 207-7892 or check the provincial section of http://ab.aicanada.ca	NB	For information contact Louise Reid at nbarea@nb.aibn.com or (506) 450-2016 or check www.nbarea.org/main.asp
SK	For information contact Marilyn Steranka at skaic@sasktel.net or (306) 352-4195 or check http://sk.aicanada.ca	NS	For information contact Louise Reid at nbarea@nb.aibn.com or (506) 450-2016 or check www.nbarea.org/main.asp
MB	For information contact Kelly Tole at mbaic@mts.net or (204) 736-2427 or check http://mb.aicanada.ca	PEI	For information contact Suzanne Pater at peiaic@explornet.com or (902) 368-3355 or check http://pe.aicanada.ca
		NL	For information contact Susan Chipman at naaic@nf.aibn.com or (709) 753-7644 or check http://newfoundland.aicanada.ca



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- Renseignements et perspectives sur le marché
- Évaluation annuelle de propriétés et de portefeuilles
- Répondre aux exigences de l'adoption des normes internationales d'information financière (IFRS) prévues pour 2011
- Vérification foncière préalable
- Soutien juridique (notamment témoin expert)

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