

CANADIAN
APPRAISER ÉVALUATEUR
CANADIEN

Volume 52, Book 1, 2008

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Inside this issue:

- Why do AIC members matter?
- **The new AIC story**
- Pushing the boundaries of appraisal



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Correction

In the last issue of *Canadian Appraiser* (Volume 51, Book 4, 2007), we inadvertently identified Jason White as a CRA beneath his photograph in our Member Profile. In fact, as the article indicated elsewhere, Jason is a Candidate who is actively working to obtain his designation. Our apologies to Jason and to our readers.

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Marketing initiative promotes professionalism and leadership



Gordon J. Tomiuk
AAI, P. App, AIC President

By now, you should have all had an opportunity to see our new corporate logo and perhaps to discuss it with your colleagues. Most of you have taken to it right away, while, for some, it is taking a little longer. We are most encouraged to have received favorable responses to it from right across the country.

This logo is the product of a significant amount of work undertaken by the dedicated team of volunteers that makes up the Institute's Marketing and Communications Committee. I would like to commend them one and all for an outstanding job. They worked closely with a recognized marketing leader — Cundari SFP — who developed the graphics to reflect a membership that is dynamically expanding and re-positioning

itself as the market leader in professional real property valuation and related advisory services.

The logo is inspired by real property and draws on geographical shapes and colours that are vibrant and strong. Along with the form, they create an identity that is modern, proactive and confident. The new logo is backed by the descriptor: *Real Value Experts*. It was chosen from a long list of alternatives because it is simple and easy to understand, it covers the full range of services including appraisal, and it promotes the authority of our designations.

While the new logo is the most visible graphic symbol of the Appraisal Institute of Canada (AIC), it is only one part of the Institute brand. The Marketing and Communications

Program will build a series of messages and promotional resources around the logo to effectively promote and re-position the Institute and its members. The messages will be crafted around several attributes that were identified by the communications team as positive descriptors of AIC and the appraisal profession. These essential traits include the enabler role that you play as problem solvers and facilitators. The messages will convey the insight that AIC members provide to their clients as highly qualified advisors in real property. They will also reinforce the leadership role that Institute members play in the field of real estate appraisal.

The Marketing and Communications Program will, within the resources available, develop



“Real Value Experts is simple and easy to understand, it covers the full range of services including appraisal, and it promotes the authority of our designations.”

advertising and other promotional vehicles to reach out to the identified target audiences nationwide.

Traditional mass media advertising channels such as television and national newspapers are expensive and most effective only when the advertisements are frequent and viewed over extended periods of time. As such, we will be opting for alternative advertising modes that will effectively reach our intended audiences at a lower cost including targeted mailings, trade publications, internet advertising, and real property forums and events.

As I mentioned earlier, one of the key objectives of the Marketing Program is to re-position the profession and raise awareness among stakeholders of the expanded scope of services AIC members can offer. As such, an appropriate balance will be struck between promoting core appraisal work and the many valuation-related advisory services that members may provide. Further, the program will emphasize the value for public and private sector corporations of hiring

AIC members as managers and solution providers.

What can you expect will happen? I wish I could say that phones will start ringing as soon as our ads are out, but that is not going to happen. What will happen is that, when you market yourself, you will benefit from the brand recognition that our Marketing Program is achieving. This is a long-term proposition that will begin to show results over the medium and longer terms. In this electronic information age, we are flooded with information of all kinds and in all manner of ways. It seems that advertisers compete for our every waking hour to assail us with messages of all kinds via television, radio, internet and more. We have to understand that, given our resources, we will need to get off the advertising freeway and focus on delivering our messages in perhaps more subtle, but still highly effective ways. Over time, we should see results in the form of not only higher volumes of business, but also a greater variety of assignments.

Over the next few months, we will introduce new elements of the Marketing Program in measured step. There will be a launch event followed by a series of promotional initiatives ranging from media placements to internet advertisements. We will be letting you know about these initiatives as they are undertaken.

One of the key success factors will be the uptake of the program by AIC members themselves. In short, our external success with target audiences will be related to the success we achieve internally within the membership. In this respect, we are working closely with provincial associations to ensure that everyone is well apprised of

developments, initiatives and their success.

However, your role in making this work is critical. It is essential that AIC members play a proactive role in championing the new image and echoing the messages that go along with it. If the collective strength of the membership can be leveraged coast to coast, the Marketing Program will be that much more effective in reaching its intended audiences. To help make this happen, a set of resources called the *Champion Tool Kit* will be produced for member use. The kit will provide you with the information you need to do your part in promoting the Institute, its members and yourself.

“It is essential that AIC members play a proactive role in championing the new image and echoing the messages that go along with it.”

The communications and marketing of our new image is now well underway. Its success rests on our ability to not only talk the talk, but walk the walk. So let's get behind this long-awaited program by promoting the new image, but, more importantly, by advancing its promise of professionalism and leadership by AIC members coast to coast. 🇨🇦

Une initiative de marketing contribue à promouvoir le professionnalisme et le leadership



Gordon J. Tomiuk
AACI, P. App, Président de l'ICE

Vous devriez tous maintenant avoir eu l'occasion de prendre connaissance de notre nouveau logo et possiblement d'en discuter avec vos collègues. La plupart d'entre-vous l'ont adopté sans hésiter alors que d'autres mettent un peu plus de temps pour s'y faire. Nous sommes très encouragés par les réponses favorables que nous avons reçues de tous les coins du pays.

Ce logo est le produit d'un travail acharné de la part d'une équipe de bénévoles dévoués qui font partie du Comité de marketing et des communications de l'Institut. Je les félicite tous pour un travail remarquable. Ils ont travaillé en étroite collaboration avec un cabinet de marketing réputé, la Cundari SFP, qui a mis au point le graphique reflétant une association de

membres en voie de repousser leurs horizons et de se repositionner comme chefs de file dans les domaines de l'évaluation immobilière et les services connexes de consultation.

Le logo s'inspire de l'immobilier et présente des formes géographiques et des couleurs solides et vibrantes. Au delà des formes, on y retrouve une identité moderne, proactive et confiante. Le nouveau logo est appuyé par le descripteur « *Experts en évaluation* », choisi à même une longue liste de rechanges étant donné qu'il est simple et facile à comprendre et couvre la gamme complète de nos services, y compris l'évaluation, en plus de faire valoir l'autorité de nos désignations.

Bien que le nouveau logo soit le symbole graphique le plus visible de l'ICE, il ne représente

qu'une partie de la marque de l'Institut. Le plan de marketing et de communication prévoit la création d'un ensemble de messages et des ressources promotionnelles en appui au logo afin de promouvoir et de repositionner efficacement l'Institut et ses membres. Les messages prendront appui sur plusieurs attributs identifiés par l'équipe de communication comme descripteurs positifs de l'ICE et de la profession d'évaluateur. Ces caractéristiques essentielles incluent le rôle de catalyseur que vous jouez comme facilitateurs et résolveurs de problèmes. Les messages appuieront le fait que les membres de l'ICE offrent à leurs clients des services hautement qualifiés dans le secteur immobilier. Ils serviront aussi à raffermir le rôle de leadership que les membres de l'Institut jouent dans le domaine de l'évaluation immobilière.

Compte tenu des ressources disponibles, le programme de communication et de marketing devrait produire des outils publicitaires et promotionnels qui permettront de joindre les publics visés à l'échelle du pays.

Les réseaux traditionnels de publicité de masse comme la télévision et les journaux nationaux sont dispendieux et le plus efficaces uniquement lorsque les messages diffusés le sont fréquemment et sur une période de temps prolongée. Ainsi, nous avons donc retenu d'autres modes de publicité moins dispendieux pour joindre efficacement nos publics, y compris des campagnes postales ciblées, des annonces dans les revues commerciales, la publicité à l'internet, et les forums et les événements dans le secteur immobilier.

Comme je l'ai mentionné plus tôt, l'un



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des principaux objectifs du programme de communication et de marketing est de repositionner la profession et sensibiliser davantage les intervenants à l'endroit des services accrus que les membres de l'ICE sont en mesure d'offrir. Ceci étant dit, tous les efforts seront déployés pour atteindre un équilibre entre la promotion des principaux services en évaluation et les nombreux services consultatifs qui relèvent de la compétence des membres. Également, le programme mettra en vedette la valeur à la fois pour le public et les sociétés du secteur privé de retenir les services des membres de l'ICE comme gestionnaires et fournisseurs de solutions.

Alors à quoi peut-on s'attendre? J'aimerais bien vous dire que le téléphone se mettra à sonner dès la parution de nos publicités, mais cela ne se produira pas. Par ailleurs, chose certaine est que vous profiterez de la reconnaissance de la marque qui résultera de notre programme de marketing et de communication. Il s'agit là d'une proposition

à long terme qui commencera à produire des résultats concrets à court et à moyen terme. En ces temps d'information électronique, nous sommes inondés d'informations de toutes sortes qui nous parviennent d'une variété de façons. Il semble que les spécialistes de la publicité se livrent une vive concurrence pour nous bombarder par la télévision, la radio, l'internet, et autres moyens et ce, dès les premières heures de la journée. Nous devons comprendre qu'étant donné nos ressources, nous aurons recours à des moyens possiblement plus subtils que ceux-là, mais tous aussi efficaces. Avec le temps, nous verrons non seulement une hausse de la demande pour nos services, mais également une diversité accrue dans les travaux que nous serons appelés à effectuer.

Au cours des prochains mois, nous introduirons graduellement les nouveaux éléments du programme de communication et de marketing. Un événement de lancement aura lieu, suivi d'une série d'initiatives promotionnelles variant d'annonces dans les médias à des publicités à l'internet. Nous vous aviserons dès que ces initiatives seront amorcées.

L'un des principaux facteurs de succès sera l'acceptation du programme par les membres de l'ICE. En bref, notre succès auprès des publics externes sera lié à notre succès auprès des membres à l'interne. À ce chapitre, nous travaillons en étroite collaboration avec les associations provinciales pour assurer que tous les intéressés soient bien au courant des progrès, initiatives et succès remportés.

Toutefois, votre rôle à ce niveau est critique. Il est essentiel que les membres de l'ICE jouent un

rôle proactif et qu'ils fassent valoir notre nouvelle image et les messages qui l'accompagnent. S'il est possible d'unifier les membres d'un océan à l'autre, le programme de communication et de marketing rejoindra encore plus efficacement les publics visés. Pour que cela se produise, *une trousse à l'intention des membres* sera mise au point pour les aider à faire valoir leur cause. Cette trousse contiendra l'information dont vous aurez besoin pour promouvoir l'Institut, ses membres et vous-même bien entendu.

**« Il est essentiel que
les membres de l'ICE
jouent un rôle proactif
et qu'ils fassent valoir
notre nouvelle image
et les messages qui
l'accompagnent. »**

Les communications et le marketing entourant notre nouvelle image vont déjà bon train. Le succès repose sur notre aptitude non seulement à parler de notre cause mais également à mettre tout en pratique pour sa réalisation. Appuyons donc ce programme attendu depuis longtemps en faisant la promotion de notre nouvelle image et, plus important encore, en maintenant la promesse de professionnalisme et de leadership des membres de l'ICE partout au pays. 🇨🇦

Telling our story

Why do AIC members matter?

One of Marshall McLuhan's lesser-known epithets is, "I don't know who invented water, but it wasn't a fish!" One of the hardest challenges for member-driven associations is realizing that 'outsiders' – that is anyone who does not live and breathe the profession – need a clear, concise story to grasp what you do and, most importantly, why it matters.

Why brand an association? Isn't branding something that only slick marketers do to flog products? No, branding is as relevant – perhaps more so – for not-for-profits and associations as it is for any consumer offering. A common misperception is that 'brand' is synonymous with a 'logo' or symbol. . . something to make things 'pretty.' In reality, the objective of a strong brand is to orient audiences to the role and relevance of your work. That is why organizations as diverse as the Institute of Chartered Accountants and Canadian Federation of Independent Business (CFIB) have recently re-branded. For AIC, whether they are potential designation recruits, employers, other professionals (e.g., accountants, bankers, lawyers) or the general public, everyone needs a simple way to understand the expertise and services of its members.

"The role of AIC's brand is to communicate the value of your designation and your expertise to key audiences who are largely unaware of how to distinguish professional know-how from other substitutes."

Authenticity matters

An AIC designation is a promise of expertise and professionalism, so the historical tie to branding is actually quite natural. For millennia, brands have been guarantees of authenticity, starting with the first known civilizations in Sumeria and Egypt, where producers stamped their marks on bricks to certify their quality. The Romans gave us the phrase *caveat emptor* – 'buyer beware' – to educate customers on the importance of getting the real deal. 'Brand' comes from the days when whisky distillers would burn symbols onto their wooden barrels to distinguish their premium products from cheap substitutions sold by unscrupulous tavern owners.

Twenty-first century real property issues may seem a long way from those days, but the principles, ironically, are much the same. The role of AIC's brand is to communicate the value of your designation and your expertise to key audiences who are largely unaware of how to distinguish professional know-how from other substitutes.

Who are those audiences? AIC has been very astute in planning for the future and prioritizing the most critical groups to influence. Broad-based advertising, a key part of the 2008 marketing plan – will be useful to generate awareness, but it is no substitute for building strong relationships with important stakeholders. In addition, the Institute is strategically focusing on delivering relevant, meaningful content to the markets that matter most: members, students, employers, influencers and partners.

Why members first? Effective branding begins close to home. AIC members must be equipped to be the best exemplars of reliable professionalism and expertise within the real property sector. You will have the benefit of succinct, compelling content that supports why your designation is an invaluable asset and will

"The bedrock of all AIC communications will be an easy-to-understand, compelling story that frames the role and relevance of membership in ways that everyone can understand."

enable you to market and extend your services even more effectively in the future.

Students and potential recruits are the future of the profession as a whole. The brand story will also reinforce how acquiring an AIC designation can open doors of opportunity for Candidates. For employers, the message is similar, but skewed to their concerns. . . issues such as better risk management and best-in-class in-house expertise. The 'influencers' are professionals and others in a position to recommend valuation services. They too need to be educated about why AIC members are the best qualified options. AIC's partners – educational institutions and complementary associations – can help us carry the message even farther, if we equip them with powerful messaging and tools.

The bedrock of all AIC communications will be an easy-to-understand, compelling story that frames the role and relevance of membership in ways that everyone can understand. What is the value of a great brand? Priceless. 🚩

Jeannette Hanna is VP Brand Strategy, Cundari SFP and co-author of *Ikonica, A Field Guide to Canada's Brandscape*, to be published May, 2008.

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Marketing Program launch marks 70th anniversary



Joanne Charlebois
Director Marketing & Communications

For 70 years, Appraisal Institute of Canada (AIC) members have charted the direction of the Canadian appraisal profession. In 2008, as we mark our 70th anniversary with the introduction of our

new identity, there is much pride in past accomplishment and tremendous excitement about future opportunities for AIC members.

Much has changed in recent years to ensure the profession prospers. Our advantage is

that there is a far greater recognition of the importance of the real property industry sector to the Canadian economy. 2008 promises to be another successful year for AIC. The coming year undoubtedly will be filled with exciting opportunities for AIC members, as they collaborate in working together to break the barrier and no longer be real estate's best kept secret.

The future of the appraisal professional has never looked brighter or more exciting. AIC attended two career fairs in January and had the pleasure of encountering dozens of enterprising business students with an interest in pursuing a career in the profession. Bright, ambitious and aware of the diversity of opportunity an



“Marketers are always looking for ways to get their messages to their respective target audiences. They constantly analyze their media spend and channel strategies, and devote untold sums to awareness campaigns. But many do not reap the full rewards of their efforts because they fail to deliver the tools and support that is needed by their sales force.”

“Promoting the services, professionalism and expertise of our members through our ongoing Marketing and Communications programs under the stewardship of the Marketing and Communications Committee will be AIC’s number one focus this year.”

AIC designation delivers, these future members inspire great faith that the Institute will grow and thrive in the years ahead.

I cannot tell you how energized I am to at long last be able to work in earnest on marketing, not only the profession, but also providing members the tools to join the AIC marketing team and become marketers themselves. The multiplier effect is powerful. This is how this enormous challenge will be achieved. No single appraisal professional or company may feel they can make a difference on their own, but, united, we will bring about change and reposition the profession. AIC will provide members with a tool kit to enable you to join in this effort. Making a difference for all AIC members is my fundamental goal. Promoting the services, professionalism and expertise of our members through our ongoing Marketing and Communications programs under the stewardship of the Marketing and Communications Committee will be AIC’s number one focus this year.

In AIC’s case, the sales force is each and every AIC member, staff at AIC and provincial associations, educational partners, etc. AIC is cognizant of this and, given our limited budget, advertising on TV and radio is not an option, nor would it be effective use of financial resources to reach our target audiences and achieve the


established goals. In essence, each AIC member can choose to be a part of the AIC sales force and are strongly encouraged to do so.

I am buoyed with the media’s growing reliance on the Appraisal Institute of Canada and its spokespersons as authoritative sources when it comes to valuation issues. Both media and public relations will play a vital role in the increased visibility AIC strives for in 2008.

As CEO Lozano has stated in his message on page 14, the new logo and descriptors have been developed to spearhead the Institute’s

Marketing Program. Throughout the year, the program will focus on three critical areas:

- 1) Building awareness of AIC designations:
 - Advertising in print and digital media aimed at influencers (lawyers, bankers, etc. who deal with homeowners, small business and major commercial) and key employer groups (public and private)
 - Online search optimization for key words
 - Provincial and chapter advertising materials that can be adapted locally
 - Strong PR campaigns to raise profile nationally (issue-based)
- 2) Recruitment will be a major priority through events and web-based marketing.
- 3) Enhanced member services will be improved through the website.

I strongly encourage each and every member to participate, to help reposition yourself in the marketplace, and to promote the appraisal profession as an excellent career choice. This is succession planning. 

Marketing – Where do I start? Everything counts.

- Develop a marketing plan (personal or business).
- Walk the walk, talk the talk. If you appear professional and consistent, clients/employers will assume the same of your work.
- Be consistent on all fronts. Consistency in branding will ensure people recognize you and trust what to expect from you/your firm. The AIC logo will be renowned as a seal of excellence over time, start using it consistently.
- Create a public persona. Attaching a public face to your reputation or the reputation of your firm is an excellent way to leverage publicity opportunities.
- Add a personal touch. A great reputation goes hand in hand with a strong personal touch.

By focusing on your strengths, the benefits of branding are well within your grasp. Once you establish your brand, your reputation will begin to precede you with your employers or clients.



Georges Lozano, MPA
AIC Chief Executive Officer

The value of a brand

The new logo and key descriptor for the Appraisal Institute of Canada (AIC) have been developed to spearhead the Institute's Marketing and Communications Program. It is the new graphic expression of the Institute's brand – a brand that is being repositioned to more accurately represent the AIC membership and its professional designations.

The updating of the Institute's image and brand stems from the Strategic Plan, which called for the Institute to "examine the image of the profession, the Institute and its designations to define and brand the organization." It stated that the promotion and advocacy of the AIC and its members, including its branding strategy, be examined. The objective of this initiative is to increase the presence and influence of the Institute and its members and achieve increased brand recognition.

This year marks the 70th anniversary of the foundation of the Appraisal Institute of Canada. In the 70 years since its inception, the Institute brand has been well established within the real property industry sector. The AACI and CRA designations are recognized everywhere as trusted symbols of expertise in the field of real estate appraisal. So, why the need to re-visit the brand you may ask? With the changing market, many new opportunities have opened up for AIC members and, as such, a re-positioning is needed to ensure that the stakeholder community is re-acquainted with AIC members and the many additional services they can provide. The New Horizons initiative of a few years ago identified a broader scope of practice for AIC members and a wide range of valuation-related consulting and advisory services that AIC

members can offer. The challenge is to communicate this, not only to the established audience for appraisal services, but to a potentially much larger client and stakeholder audience nationwide.

"The objective is to reach out to a broader client base and communicate that AIC members are qualified and able to provide a wide range of appraisal and related real property advisory services."

In this respect, an effective branding campaign can achieve our objectives. To appreciate this, it is important to understand what a brand is and how it works. On the surface, brands are names, signs or symbols used to identify items or services and to differentiate them from those of competitors. But, a brand is much more than that. A brand is a promise that both identifies and authenticates a product or service and delivers a pledge of satisfaction and quality.

AIC has developed a promise that will be associated with our brand. It states that the AIC is a "professional association committed to safeguarding the quality and integrity of valuation advisory expertise in Canada through the highest professional standards and designations, contributing to best practices in the profession, and optimizing

solutions and services for the real property industry as a whole." Now, everyone affiliated with AIC needs to live up to the promise. Doing so will further strengthen the brand over time.

A brand is intangible. It is a collection of perceptions in the mind of the consumer. It is very different from a product or service. Brands are not minted on the spot, but are developed over time.

Quality is a vital ingredient of a good brand. It must be consistently delivered to meet client expectations. Brand equity builds over time and is strengthened with the reliability and quality of the products and services offered. Research confirms that, statistically, higher quality brands achieve a higher market share and higher profitability than their inferior competitors. The Institute has understood this and that is why, over the years, it has strengthened its program of professional studies and its standards to ensure that AIC members are highly qualified to perform as first-tier professionals in the field of real property valuation.

A key objective of the Marketing and Communications Program is to re-position the Institute and its members. Positioning is an important aspect of branding. Strong brands have a clear, often unique position in the marketplace. In this case, the objective is to reach out to a broader client base and communicate that AIC members are qualified and able to provide a wide range of appraisal and related real property advisory services.

Positioning can be achieved through several means, including brand name, logo, the scope of services (including guarantees), and the way in which they are delivered. In fact, successful positioning usually requires a combination of these things. Effective positioning responds to audience

“The new logo will build on the strength of the AIC brand forged 70 years ago and stand for a dynamic profession that has responded to meet the changing needs of its clients for real property valuation and related advisory services.”



needs, expectations and wants by developing products and services that best fit those audiences' needs and wants. The Institute has developed its positioning from market research obtained through the membership, from stakeholders directly, and through such venues as the AIC's Advisory Council.

Communications also play a key role in building a successful brand. Given that brand positioning is about customer perceptions, effective communications are essential to building a clearly defined position in the minds of stakeholders. The messages flowing from the communications and marketing campaign will help to develop and sustain audience perceptions. Initially, the challenge is to build awareness, then to develop the brand personality and reinforce the perception.

Another important factor in brand-building is the need to invest in the brand over the long-term. Building public awareness, communicating

the brand's message, and creating loyalty takes time. Sustaining our increased market presence is necessary. This means that we need to plan for the long-run and have realistic expectations.

Integral to the success of the re-positioning exercise is its internal marketing. This means ensuring that the entire membership understands our brand values and positioning. This is particularly important in a service sector like appraisal, where a critical part of the brand value is the type and quality of service that your clients receive.

Think of the brands that you value in the restaurant, hotel and retail sectors. It is likely that your favourite brands invest heavily in training, so that, every time you interact with its products or services, the experience is positive and your loyalty to the brand is strengthened. With this in mind, the Institute has put in place programs such as Applied Experience, Continuing Profes-

sional Development, the AIC/UBC program of professional studies, and the professional practice program to help ensure the professionalism and competence of AIC members.

The next time you see our new logo and the messaging that accompanies it, remind yourself that it is but one part of a broader communications and marketing strategy and program. The new logo will build on the strength of the AIC brand forged 70 years ago and stand for a dynamic profession that has responded to meet the changing needs of its clients for real property valuation and related advisory services.

As an AIC member, you can certainly help strengthen the brand by promoting the new logo. However, your most significant contribution comes with your commitment to focusing on quality, leadership and professionalism with every service you provide. 🇨🇦



Georges Lozano, MPA
Chef de la direction

La valeur d'une marque

Un nouveau logo de l'ICE et un descripteur clé ont été mis au point comme fer de lance au programme de marketing de l'Institut. Il s'agit de la nouvelle expression graphique de la marque de l'Institut, une marque qui sera repositionnée pour représenter avec plus de précision les membres de l'ICE et ses désignations professionnelles.

Cette mise à jour de l'image et de la marque de l'Institut découle du plan stratégique qui demandait à l'Institut « d'examiner l'image de la profession, l'Institut et ses désignations dans le but de définir et de créer une marque pour l'organisme ». Le plan faisait appel à l'examen de la promotion et de la représentation de l'Institut canadien des évaluateurs et de ses membres, y compris sa stratégie de positionnement. Cette initiative avait pour but d'accroître la présence et l'influence de l'Institut et de ses membres, et rehausser la reconnaissance de la marque.

Cette année marque le soixante-dixième anniversaire de l'Institut canadien des évaluateurs. Dans les 70 années qui se sont écoulées depuis sa fondation, l'Institut s'est taillé une place de choix dans le secteur de l'immobilier. Les désignations AACI et CRA sont reconnues par tous comme un symbole d'excellence dans le domaine de

l'évaluation immobilière. Alors pourquoi revoir la marque demandez-vous? Avec l'évolution du marché, de nombreuses nouvelles occasions se présentent aux membres de l'Institut canadien des évaluateurs et, à ce titre, il est nécessaire de procéder à son repositionnement pour assurer que nos intervenants connaissent bien les membres de l'ICE et les nombreux services additionnels qu'ils sont en mesure d'offrir. L'initiative Nouveaux Horizons, amorcée il y a quelques années, a permis d'identifier une pratique élargie pour les membres de l'ICE et une grande variété de services de consultation qu'ils peuvent également offrir. Le défi que nous devons maintenant relever est de transmettre la nouvelle non seulement au public qui fait appel aux services d'évaluation, mais à une base de clientèle et d'intervenants beaucoup plus vaste à l'échelle du pays.

À cette fin, une campagne efficace de positionnement nous permettra d'atteindre nos objectifs. Pour mieux apprécier de quoi il s'agit, il est important de comprendre en quoi consiste une marque et comment elle fonctionne. En surface, les marques sont des noms, des signes ou des symboles utilisés pour identifier des articles ou des services et les différencier de ceux des concurrents. Toutefois, une marque va encore plus

loin. Il s'agit en fait d'une promesse qui identifie et certifie un produit ou un service tout en reflétant un engagement de satisfaction et de qualité.

L'ICE a donc élaboré sa propre promesse qui sera associée à sa marque. On dit en effet que l'Institut canadien des évaluateurs « est une association professionnelle qui s'est engagée à maintenir la qualité et l'intégrité de l'expertise consultative en évaluation au Canada par l'application de normes et de désignations professionnelles élevées, contribuant à des pratiques exemplaires au sein de la profession et optimisant les solutions et les services offerts à l'ensemble de l'industrie immobilière ». Maintenant, quiconque est associé à l'ICE doit garder sa promesse. Avec le temps, notre marque s'en trouvera raffermie.

Une marque n'est pas quelque chose de tangible. Il s'agit plutôt d'un ensemble de perceptions qu'ont les consommateurs. Une marque diffère largement d'un produit ou d'un service. Une marque n'est pas créée instantanément mais est reconnue avec le temps.

La qualité est un élément critique au succès d'une marque. Pour répondre adéquatement aux attentes de la clientèle, elle doit être omniprésente. La reconnaissance de la marque



« L'objectif est de joindre un bassin de clientèle encore plus grand et faire savoir que les membres de l'ICE sont qualifiés et capables d'offrir une variété de services liés à l'évaluation ainsi que des services connexes en consultation immobilière. »

s'accroît avec le temps et se raffermi avec la fiabilité et la qualité des produits et services offerts. La recherche confirme que d'un point de vue statistique, les marques de qualité élevée retiennent une part plus importante du marché et de profits que les marques de concurrents inférieurs. L'Institut a bien compris ce principe et c'est pourquoi il a, au fil des ans, rehaussé son programme d'études professionnelles et ses normes afin d'assurer que ses membres soient hautement compétents comme professionnels de premier plan dans le domaine de l'évaluation immobilière.

L'un des principaux objectifs du programme de marketing est de repositionner l'Institut et ses membres. Le positionnement est une facette importante du marquage. Les marques mieux connues ont souvent une position unique sur le marché. Dans ce cas, l'objectif est de joindre un bassin de clientèle encore plus grand et faire savoir que les membres de l'ICE sont qualifiés et capables d'offrir une variété de services liés à l'évaluation ainsi que des services connexes en consultation immobilière.

Le positionnement peut être accompli de plusieurs façons, y compris par un nom de marque, un logo, la portée des services offerts, des garanties et la façon dont lesdits services sont effectivement offerts. En fait, le succès du positionnement fait habituellement appel à une combinaison de ces éléments. Un bon positionnement répond aux besoins, aux attentes et aux désirs du public par l'élaboration de produits et de services qui correspondent le mieux aux besoins et désirs dudit public. L'Institut a élaboré sa stratégie de positionnement à même une recherche sur le marché effectuée via ses membres, directement auprès des intervenants et via d'autres organismes comme le Conseil consultatif de l'ICE.

La communication joue aussi un rôle

« Le nouveau logo prend appui sur la force et la solidité acquises par l'ICE sur une période de soixante-dix ans et reflète une profession dynamique qui répond aux besoins de ses clients pour des services d'évaluation et des services connexes de consultation immobilière. »

important dans le succès d'une marque. Comme le positionnement d'une marque concerne directement les perceptions de la clientèle, une communication efficace est essentielle à l'élaboration d'une position clairement définie dans l'esprit des intervenants. Les messages qui seront produits dans la campagne de communication et de marketing aideront à mouler et à maintenir les perceptions de nos publics. Au départ, il importe de susciter la sensibilisation à la marque, d'établir la personnalité de celle-ci et d'améliorer ensuite les perceptions.

Un autre facteur important est le besoin d'investir à long terme dans la marque. Susciter la sensibilisation à la marque, transmettre les messages qui y sont associés et l'assurance de la loyauté sont des étapes qui prennent un certain temps. Il est nécessaire de maintenir notre présence accrue sur le marché et pour ce faire, nous devons planifier à long terme et entretenir des attentes réalistes.

D'autre part, le marketing interne fait

partie intégrante du succès de l'initiative de repositionnement. Cela signifie que tous les membres doivent comprendre les valeurs de la marque et la question du positionnement. Cela est particulièrement important dans un secteur de services comme celui de l'évaluation où une part de la valeur de la marque consiste en la nature et la qualité des services que reçoivent les clients.

Pensez aux marques que vous recherchez au restaurant, à l'hôtel et au détail. Il est probable que les propriétaires de vos marques préférées investissent fortement dans la formation si bien que chaque fois qu'il y a interaction entre vous et ces produits ou services, l'expérience est positive et votre loyauté s'en trouve renforcée. Dans cette veine d'idées, l'Institut a mis en place des programmes tels le programme d'expérience appliquée, la formation professionnelle continue, les études professionnelles de l'ICE/U.C.-B., et le programme de pratique professionnelle afin d'assurer le maintien du professionnalisme et de la compétence de ses membres.

Alors la prochaine fois que vous verrez notre nouveau logo et le message qui l'accompagne, rappelez-vous qu'il s'agit d'une portion seulement d'une stratégie et d'un programme plus vastes de communication et de marketing. Le nouveau logo prend appui sur la force et la solidité acquises par l'ICE sur une période de soixante-dix ans et reflète une profession dynamique qui répond aux besoins de ses clients pour des services d'évaluation et des services connexes de consultation immobilière.

Comme membre de l'ICE, vous pouvez certes aider à raffermir la marque en faisant la promotion du nouveau logo. Toutefois, la contribution possiblement la plus importante que vous pouvez faire réside au niveau de votre engagement à concentrer sur la qualité, le leadership et le professionnalisme des services que vous offrez. 🇵🇪

Living the brand

How can individuals and firms best take advantage of AIC's new marketing plan?

Now that we are in the process of rolling out our new image to Canada, it is time for each of us to consider how we can maximize the benefits of this marketing program to our individual practices and careers.

Extensive research has been completed, and we now have the benefit of high level marketing firm advice. The Appraisal Institute of Canada's (AIC's) current agency of record, Cundari SFP, has distilled the essence of who we are, as well as our aspirations for who we want to be. They have enabled us to update our story for Canadians, and have painted a portrait of the AIC and its members for presentation to the public.

It would be wise for each and every AIC member to use this exhaustive research and

"We are not just a cost of doing business, but our work and advice can help clients and employers alike make good decisions, save money, make money, and solve complex problems."

expensive advice to his or her advantage. How do we do that? One method is for each of us to align ourselves with the messaging and identity as

described by Cundari. In marketing industry jargon, this is what is called 'living the brand.'

Phillip Kotler, the distinguished Professor of International Marketing at the Kellogg School of Management, believes that 'living the brand' is a critical and essential component of marketing. Mr. Kotler is the number four management guru of all time according to the *Financial Times*, and summarizes 'living the brand' as follows:

"Branding is about making a certain promise to customers about delivering a fulfilling experience and level of performance. . . branding requires that everyone in the supply chain works to carry out that promise. This is what is known as 'living the brand.' The brand becomes the whole platform for planning, designing, and



delivering superior value to target customers.”

To ‘live the brand,’ and to achieve maximum benefit from this process, it may be necessary for all of us to look inward, and ask ourselves if we need to tweak how we do things. Aligning our individual careers and/or practices to the new messaging can only bring positive benefits, both individually and collectively.

The new messaging developed by our marketing consultant will describe AIC members as professional advisors who have the background, knowledge and experience to provide real property related solutions to both the private and public sectors. The message: Appraisal Institute of Canada members are the ‘go-to people’ for all real estate valuation related advice.

The messaging will use many descriptors to portray our members. AIC members are insightful leaders, astute, confident, bold and assured. AIC members are not just focused, but are customer focused, solutions based, attentive and responsive. They can provide prescient advice and innovative solutions. They are creative, visionary, and proactive.

In a more tangible sense, the message is that, in many instances, we are able to add significant value. We are not just a cost of doing business, but our work and advice can help clients and employers alike make good decisions, save money, make money, and solve complex problems.

Of course, many of our members are already aligned with the preceding description. These are the individuals and firms who will lead us deep into the twenty-first century.

Today’s challenge, therefore, is for those of us who are not in alignment to think about doing things a little differently. This does not mean changing who we are, it may simply mean changing the way we look at things. To use a cliché, some of us may need a ‘paradigm shift.’

Collectively, our challenge is consistency, and getting the entire organization to embrace the brand. To quote the Kellogg School of Business once again. . .

“Crafting the perfect brand positioning and developing the ideal brand portfolio are both noble tasks. However, if the organization does not understand, believe in, and own the brand – if the message, the brand, and the product are not consistent – the vision will remain unfulfilled.”

The new messaging that we are now putting out there is ours. We have methodically and painstakingly hammered it out. I have confidence

that we will all take ownership of it, and fulfill our collective vision of the future. 

Marketing and Communications Committee

Paul Olscamp, AACI, P. App – Chair
Glen Power, AACI, P. App
Tom Fox, AACI, P. App
Beverley Girvan, AACI, P. App
Grace Ang-Lim, Candidate
To contact this committee email:
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Financial Services Commission of Ontario

Information Sessions for Mortgage Brokers and Brokerages

On July 1, 2008, the new Mortgage Brokerages, Lenders and Administrators Act, 2006, goes into full effect. On this date, all Mortgage Brokerages, Administrators, Brokers and Agents will need to be licensed with FSCO in order to conduct business in Ontario.

To learn about the licensing requirements in the new Act, FSCO invites you to attend a free information session on March 7, 2008, or May 26, 2008 in Toronto. Register online at www.fSCO.gov.on.ca.



Subscribe to FSCO’s Mortgage Broker e-Info Newsletter at www.fSCO.gov.on.ca.

The new AIC story

What's in it for me: a Candidate's viewpoint

A new year. A brand new beginning. A new story is about to unfold.

The Appraisal Institute of Canada's (AIC's) marketing initiative of reinforcing its leadership position and presence in the real property valuation industry is now on a roll. The stage is set. On cue, the cast and production crew move in synchronicity. Lights. Camera. Action!

After months of anticipation, members of the AIC can now tell the new AIC story, opening with our new colours in the form of a dynamic logo symbolic of an innovative and professional association committed to safeguarding the quality and integrity of valuation advisory expertise in Canada and taking a leadership role on the global stage.

What is the AIC? What do we stand for?

It does not take long to realize that we, the members, make up the cast in the AIC story. Our performance stage spans from coast to coast in Canada. Geographic location aside, AIC members are also as diverse in terms of related work experience and specialization. In

the process of helping to write the AIC story, as Marketing and Communications team members, we constantly asked ourselves: "Who do we think we are? What do we stand for?"

The experience I have gained as a Marketing and Communications Committee member since early last year has been invaluable. Being a relative newcomer to my chosen field in real property valuation, I had to suppress my initial apprehension at being the least informed about the history of AIC. My other experienced team members quickly helped fill in the missing puzzle pieces, as we began our mission to build the best possible identity for the organization and put together a resourceful toolkit required by AIC members to deliver a meaningful experience for our clients.

Collaborating with a creative team of identity architects from Cundari SFP to help us in this design process, the effort of the Marketing and Communications Committee members paid off in the second half of 2007, with the development of a unique logo that represented elements of the diversified valuation work we do as a profession.

What do we deliver?

... Value and benefits

Look closely at the new AIC logo. What do you see? In its simplest form, three multi-coloured segments arranged within a square. The orange tower block, the blue roof, and the eco-friendly green plot of land from an aerial view represent some of the familiar elements we analyze in our work as real property analysts and advisors.

Is that all? Look again. What else do you see at the centre? The arrow provides a focal point for the organization to address issues ranging from ethical standard practices to education; and from member recruitment to accreditation, marketing and communications, just to name a few. It also points the way ahead for AIC and its members.

New directions and new challenges also bring about new insights, new opportunities and new solutions. These are the benefits we enjoy as AIC members. Consequently, we pass these valuable experiences gained from our reinforced identity as a professional organization to our clients and employers.



Identity Rationale

- The converging shapes reflect the aerial view of land and buildings and a camera aperture.
- It also represents a window or portal that provides insight in a forward looking manner.
- This convergence conveys the idea of partnership and the organization's role as advisor, facilitator and enabler.
- The colours used are vibrant and strong and, along with the form, create an identity that is modern, proactive and confident.



What is in it for you?

... Creating meaningful experiences

As a society, we have evolved as consumers and producers. Today's savvy consumer has moved from being primarily product and brand driven to one who seeks and appreciates meaningful experiences. Needs and desires change over time. Over a century, our focus has gone from mass to niche marketing. Management and marketing strategies have shifted the spotlight from product features to product benefits.

The Brand Identity concept, once a novel innovation of marketing gurus between the

1950s and 1980s, is being challenged in the new millennium. The current demand for meaningful experiences has to be met by businesses and organizations that understand the importance of working collaboratively and innovatively at all levels, to ultimately build a stronger connection between the brand and the experience.

It is up to each member to tell the AIC story. Reflect on the innovative thinking of David Packard, co-founder of Hewlett and Packard, who once remarked: "...In a truly great (marketing) organization, you can't tell who's

in the marketing department. Everyone in the organization has to make decisions based on the impact on the customer."

So what is in it for you, me and the future of AIC? The marketing success is co-dependent on the realization that we need to start building far-reaching relationships among our membership, as well as with our clients and stakeholders. To strengthen our position as market leaders, we need to start thinking of ways to turn ordinary experiences into valuable ones.

The spotlight is on you. Are you ready to tell the AIC story? 📺



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AIC'S advocacy role



By George Maurice
AAI, P. App, President Elect

Advocacy is a term often used by interest groups of all stripes including non-governmental organizations and professional associations. It is used in the context of public policy positioning and in championing causes usually on behalf of the constituent group. The Appraisal Institute of Canada (AIC) has an advocacy role to play as the national organization that represents more than 5,000 real property appraisers and experts in the valuation field. Playing a strong advocacy role requires careful thought, and the development and implementation of appropriate strategies to ensure that any advocacy program achieves its objectives.

Before addressing some of these objectives and the kinds of activities involved, I would like to spend a few moments to define what we mean by advocacy.

It is important to differentiate between marketing the Institute and its membership and advocating positions on behalf of the Institute and its members. In the first case, the objective is to identify market needs for real property appraisal and related consulting services, and then to deliver on those needs. This entails responding to the marketplace in an effective manner by providing members with access to the appropriate training and other professional resources and then communicating to stakeholders the range of services that our members can provide. In the second case, advocacy means taking public positions on identified issues and championing their merits with the aim of influencing government or other decision-makers.

Generally, the Institute advocates for the professionalism of its members and works to ensure that they are recognized as highly-qualified professionals who adhere to the Institute's high-quality professional practice standards and abide by its code of professional ethics. In this respect, we have programs in place aimed at improving the quality of

appraisal services including continuing professional development, applied experience, standards, and professional practice programs.

"There will be a national presence and relationships with government bodies and industry groups."

However, we face a significant challenge in advocating the public role that appraisers play in the economy. We need to raise greater awareness within the stakeholder community of the key role our members play throughout the economy, by providing the expert opinions of value that lay the foundation for reliable transactions in real property and beyond. The public needs to have a greater understanding of the critical role appraisers play in the area of risk management, by helping to ensure that business decisions are taken with an appropriate understanding of the underlying risks, so that due prudence may be exercised. Although appraisal is a mission-critical service underpinning a wide range of business activity, it is not well understood. An important aspect of advocacy is to correct these deficiencies and ensure that a better understanding of appraisers and their services is achieved.

Like the branding initiative contained within the Marketing and Communications Program, advocacy is an objective identified in the Strategic Plan, which states: "There will be a national presence and relationships with government bodies and industry groups." It goes on to say that: "We will know we have succeeded in this Key Result Area when the Institute and its members have increased presence and influence and [they] are sought after for input on public policy matters."

To determine how a public advocacy program might serve the Institute, it is important to look at our goals and objectives overall. Our Mission Statement encapsulates those goals as: "to promote and support our members in providing high-quality property advisory services for the benefit of the public." In developing an advocacy program, it is the last part of this statement that takes on particular importance. A meaningful advocacy program should build on our collective knowledge and expertise in the real property valuation field to articulate public policy positions that are beneficial, not only to our members, but to the general public.

Creating an effective advocacy program is a complex and labor-intensive process requiring significant resources and input from the organization's leadership. It requires a major organizational commitment on the part of an association. While public policy positions and objectives can be developed without too much effort, the supporting data, analysis and arguments in support of a position can be difficult to achieve.

Further, positions need to reflect the organization's commonly held views. This can be difficult when there are regional and other differences of opinion. To be effective, a national advocacy plan has to account for and address these many differences.

By their very nature, advocacy programs require teamwork without which they can exacerbate internal differences and result in endless negotiations. A common pitfall is when an advocacy program is developed that is not reflective of the organization's widely held beliefs, but, instead, echoes the views of a few individuals or a sub-group with narrowly defined interests.

An advocacy campaign must enjoy broad support internally, but also resonate with stakeholders, including the public. Unpopular positions or arguments that are clearly self-interested do not curry favor with government very often, if ever.

Successful advocacy programs incorporate a public good element that is easy to understand and is convincing, by virtue of the authority and expertise of the advocating organization.

One issue that the Institute has addressed to some degree is mortgage fraud. To date, we have gone so far as to express concern for what appears to be a growing trend and we have offered some suggestions to mitigate fraud in the real estate marketplace. Much work remains to be done, but, as mentioned previously, accessing reliable data and developing arguments based on demonstrable fact constitute significant challenges. Related public policy issues that the Institute might similarly address are the integrity of the residential market place, predatory lending practices, transparency in real estate transactions, and due diligence in the mortgage lending process, to name but a few.


Much work would need to be done to address the above issues and develop well-supported policy positions and recommendations. Nonetheless, the Institute will be looking at developing a

“We need to clearly identify our expected outcomes, conduct appropriate research, and develop solid and well-informed policy positions that stand a good chance of being adopted.”

public policy process and advocacy initiative as part of its overall Marketing and Communications Program.

The ultimate aim of an advocacy initiative is to benefit the Institute, its members, and the public. An effective advocacy program should help to promote the profession and showcase AIC members as leaders in their field. It should also help enhance the Institute’s prominence and influence in related areas of public policy.

To sum up, if we want to ensure the success of our advocacy initiatives, we need to clearly identify our expected outcomes, conduct appropriate

research, and develop solid and well-informed policy positions that stand a good chance of being adopted. Care must be taken to ensure that any advocacy campaigns undertaken by the Institute are aligned closely with our mandate and that they express positions that are supported by the membership. If we do so, our efforts at advocacy could generate results that will benefit both AIC members and the public. As AIC’s Marketing Program unfolds, we will be identifying relevant public policy issues of interest to the Institute and determining whether an advocacy initiative should be developed as part of it. 

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President of the Board,
FPLICL

This issue, we tackle the sensitive subject of marketing for appraisal professionals. As with other professions, marketing opportunities are often limited by convention. What marketing takes place is always a matter of personal choice, but, as we struggle with demands of an ever-changing marketplace where new and different types of appraisal services are in demand, appraisers must contemplate what and how they will promote their practices.

For this article, Mark Frederick of Miller Thomson LLP and Denis Rivard of SCM Adjusters provide useful advice on how to keep your marketing efforts from turning into liability problems. Mark R. Frederick is a partner at Miller Thomson LLP, a national law firm specializing in insurance and real estate matters. Denis Rivard is a Vice-President at SCM Adjusters Canada and an expert in appraiser liability.

Marketing is all about personal taste and quality

Ever since the discovery of currency systems, the world has been preoccupied with marketing. It is impossible today to walk down a street, sit on a bus, read a newspaper, or even watch a film without being assaulted by a never-ending barrage of ads, logos, promos, tele-marketers, brochures and testimonials advocating the qualities, lack of qualities, availability, desirability or status of one type of good or service. Even this article, which is directed as a service to AIC members, is also an effort at marketing. Marketing then is the art of influence and suggestion in order to achieve a distinct goal – in this case, the procurement of appraisal services.

Until recent times, few professionals marketed themselves or their consulting services. The idea of professionals advertising was a taboo subject, and to a great extent the thought that all professionals in a given calling are equal and have earned the right to be professionals has meant that advertising one's services in any way but a discreet 'availability for services' is unprofessional. That view is changing, but the difficulty is still apparent. How do appraisers create a need? How do they promote themselves without promoting liability?

There are five distinct issues highlighted herein that apply to determining how you, as a professional, market yourself:

“Marketing is the art of influence and suggestion in order to achieve a distinct goal – in this case, the procurement of appraisal services.”

1. Marketing for professionals is about skill and service.

What skill and service do you want to sell/offer and what assignments do you want to accept? This is a key decision that you should make with regard to your practice/career.

To some extent, the AIC regulates this through the type of qualifications that you possess. For example, CRAs have restrictions in

the type of assignments they can accept, and Candidate members have limited authority to issue reports absent review by a designated appraiser. Members in these latter categories have restrictions imposed on them by qualification. To market themselves as having other qualifications makes them susceptible to negligence and other torts associated with misleading the public. The same holds true for full AAI members who, though qualified to do all sorts of different appraisal work, really do not hold an ability to carry out every facet of work. So, at the end of the day, you should decide on the type of skill that you want to market and ensure that you can deliver that skill. Marketing is all about the promise. If you cannot deliver, then you are impacting the brand.

2. Marketing has inherent limitations best seen in the concepts of over- and under-marketing.

Over-marketing means promising or holding out an ability to do more than you can deliver. If you already have a business that keeps you going 12-hours a day, looking for more work becomes a self-defeating exercise, as no client

or court would ever believe that quality can be maintained in such a pace. The chairman of Miller Thomson LLP, Judson Whiteside, puts it best when speaking of lawyers and, indeed, all professionals – would you as a client wish to purchase the first 10 hours of their day, or the last 10 hours of their day? If you have that much business, then the issue is one of expansion, and your efforts should be directed at partnerships or hiring in order to ensure that work is done and quality is maintained.

Under-marketing is the opposite problem. Someone who under-markets may not attract the right type of assignments and may end up with work that does not benefit their skill, or they may accept work that exceeds the skill they possess on the theory that they need the money. Need of money is always a bad motivator for professionals and appraisers, in particular. It harkens back to being sought out by the less savoury lenders because of an expectation on their part that you will tailor your reports to meet their demands.

3. Be careful what you advertise.

Marketing is not just about advertising. Advertising is important for any professional. But, advertising itself is fraught with peril if it leads you to make promises that create liability or if you draw comparisons that invite litigation. We can illustrate this problem with two examples:

a) John Smith appraiser advertises that he can deliver reports within 24 hours. This sounds innocuous, but what John is doing calls for an awful lot of effort on his part to live up to his promise. If you make such promise, can you deliver on it? Will your quality suffer in trying to turn out product that is not well-considered? Will that lead to claims? Can you live up to these timelines consistently so as to make the delivery a part of your

service and what you are known for? Apart from the personal time commitment, if you fail, and a transaction fails as a result of your failure to deliver on time, then you are negligent. You should always try to temper your services to client needs in a way that you can both understand those needs and commit to meet them with a timeframe that you and your client agree upon.

“ How do appraisers create a need? How do they promote themselves without promoting liability?”

b) Comparisons present a variation. Consider this as either printed or spoken advertising: ‘Smith Appraisers – The Best in Kingstown by Far.’ This type of advert pits Smith against the mythical and unknown body of appraisers in Kingstown. It is puffery in that it does not answer what Smith is best at nor does it explain how the measurement of ‘far’ was determined. A sophisticated consumer of services may not be swayed by this, but others who are looking for services might take comfort in Smith’s confidence in himself so as to call him the best.

Compare this with the phrase: ‘Smith Appraisers – honest and reliable, unlike Jones Appraisers.’ The example is crass, but the problem here is that, without some proof to back up the assertion, all Smith is doing is inviting Jones to sue him for libel or slander. This type of advertising or statement is unprofessional, as it does not convey professionalism and denigrates the work of a competitor.

4. Be careful how you advertise.

Many people like to use buildings or testimonials or images to advertise their practice. But, if you do not own the copyright to the image, or if you do not secure permission from the speaker for the testimonial, subsequent use of these can lead to litigation for improper usage. The other rules about truth in advertising apply. If you are going to use testimonials as part of your brochure or marketing practice make certain that they are used with permission and that the party providing them to you is in full consent with how they will be used. Sending out a confidential appraisal report to a prospective client to show them how you do it absent obtaining full permission from the client for whom you did the appraisal invites not only litigation, but discipline as well.

5. Marketing for professionals is often about word of mouth.

Every job you do and do well creates confidence in your client base to not only use you again, but to recommend you to others. That is the best type of advertising you can get. Use standards of quality that make your work perform for you as marketing tools. Poor work, missed deadlines and negligent work are like a ball and chain around your leg when it comes to successful marketing. Convincing a client about quality is about the time and effort you put into your work to ensure that it is error free.

Marketing for appraisers is all about personal taste and quality. The guidelines above are useful for determining how and what you want to present about yourself and how your clients will see you. Following them can help you economically, as well as keep you from being subject to claims. 🏡

Expanding horizons: pushing the boundaries of appraisal

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hen Glen Power, AACI, P. App, joined the Altus Group this January,

it was yet another step in pushing the boundaries of his career as an appraiser. "In the past, we appraisers have been guilty of limiting ourselves to providing point-in-time valuations," says Glen. "There is so much more out there. We do not have to limit ourselves to that one product. We can use our knowledge, skills and competencies to provide solutions, whatever they may be."

For the past 10 years, the 42-year-old appraiser has increasingly played a lead role in providing advice to investors and developers on a variety of real-estate projects. Sometimes working with other professionals such as architects, lenders and lawyers, he has been able to add value to the investment or development process by going beyond the traditional role of simply providing valuation services.

One client, for instance, had initially called him for a valuation on an office building investment. In his report, Glen informed the prospective owner not only that he was paying a slight premium over market, but also that the building was being poorly managed. He made several recommendations, the foremost of which involved increasing the net asking rent, converting gross leases to net leases upon roll-over, commissioning an accurate building measurement, and grossing-up rental areas to include common space. Glen pointed out that the current market conditions made it unnecessary to include expenses in the rent for this type of property. In fact, gross leases only added unnecessary risk for the new landlord.

The report provided by Glen offered a

"As an appraiser, your service should be more than just a cost of doing business. It should be an investment."

roadmap for a relatively inexperienced client to maximize the value of this investment property. This owner is currently in the process of implementing the advice given, and will realize a significant increase in net income and value during the first year of ownership. "These are now very loyal clients," notes Glen. "As an appraiser, your service should be more than just a cost of doing business. It should be an investment."

Unfortunately, this particular client had already fixed a price for buying the property before consulting Glen. When investing in real estate, obtaining the right information at the right time can make a significant difference. As clients become more aware of these advantages, they are more willing to involve the appraiser much earlier in the process.

Getting in on the 'ground floor' of investment or development projects was one of Glen's primary goals when he branched out on his own in 2001. After working for a firm from 1991 to 1997, followed by a partnership arrangement and a brief stint at Canada Customs & Revenue Agency, Glen was ready to go out on his own and explore all the possibilities his career could bring.

"I thought it would be good to get in on the beginning of projects, to be a leader and

to pull things together," he explains. Glen adds that he really dislikes being the "bearer of bad news." Yet, in many situations, it was only after planning was well underway that clients would call him to determine whether the numbers justified an investment.

"In those cases, had I been able to talk to the clients ahead of time, I could have helped them direct development in terms of market realities," says Glen. "So, that is how I started promoting myself and how I have continued to steer my business during the last decade, by getting in early and not having to be the bearer of bad news. If value is an issue for a client, and sometimes it is not, then I can help direct the project to stay within market boundaries, to maximize value, to reduce risk, etc."

To get the word out, Glen started developing relationships with architects, engineers, lawyers and other people who might be in contact with clients early in the process. "When investors look at building a property structure of some sort, architects are often the initial people they contact," notes Glen.

But, in many cases, if the building is designed without consideration for market conditions, chances are the value of the structure will not be justified by the market. "If I am brought in early, we can discuss the inherent risks of a project in terms of real estate value," explains Glen. "You can help clients minimize their risk by ensuring they are not overbuilding or overspending. When you get in there first, you have an opportunity to pull other people in and to direct where the project is going."

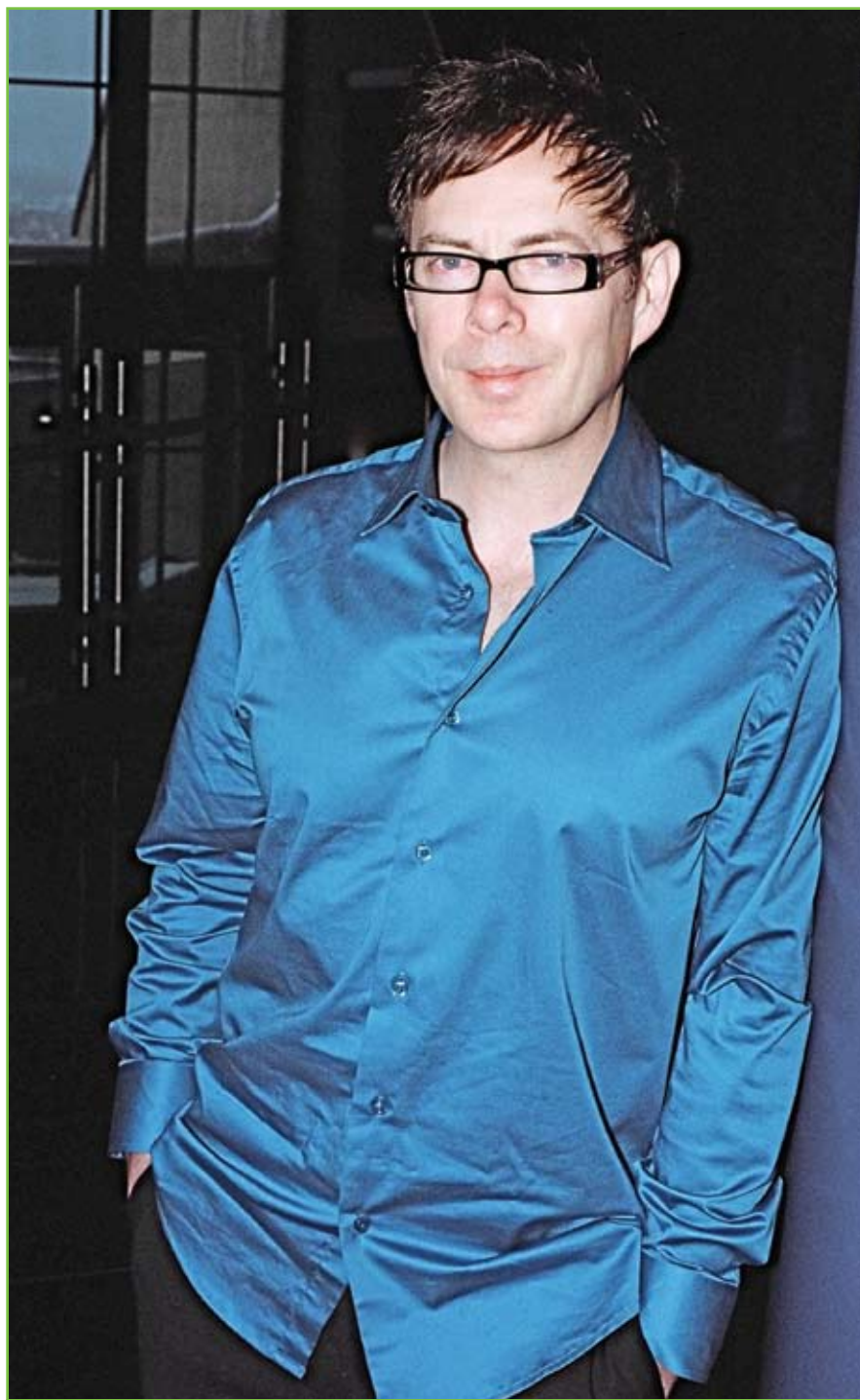
A current architect-initiated assignment has seen Glen sit in on every meeting where real estate value was an issue. "These

professionals are among the best in their respective fields, but are smart enough to realize that they know nothing about real estate," he notes. "I have helped steer them through a number of significant decisions over the past several months and will be working with them until they occupy their new building later this year."

To hammer his message home, Glen delivers presentations and market overviews in the boardrooms of clients and prospective clients. Although he was initially uncomfortable speaking before large groups, he now regularly gives five to 10 such sessions annually. "I had to teach myself to do that," he recalls. "Once you get a few under your belt, you build confidence and it becomes easier."

His initiative has paid off. These days, he regularly receives calls from bankers who ask him to sit in on preliminary meetings with investors. Bankers are realizing that it is better to get appraisers involved at an earlier

"You can help clients minimize their risk by ensuring they are not overbuilding or overspending. When you get in there first, you have an opportunity to pull other people in and to direct where the project is going."



“By being part of the process from the beginning, Glen can help clients with such issues as site selection and evaluation, or comparing the cost of constructing a new building versus the cost of renovating an existing one. His professional advice can assist clients in looking forward, taking into consideration future expansion, diversification and growth within the investor’s own company.”

stage than to wait until later in the process. In this way, the appraiser can suggest alternate courses of action that might no longer be an option once the process is well underway.

By being part of the process from the beginning, Glen can help clients with such issues as site selection and evaluation, or comparing the cost of constructing a new building versus the cost of renovating an existing one. His professional advice can assist clients in looking forward, taking into consideration future expansion, diversification and growth within the investor’s own company.

“They appreciate the impartiality that someone with an AACI brings to the table,” he notes. “They know I am going to tell it like it is and give them the best advice possible.” In contrast, an investor dealing with real estate agents for advice is always concerned that commissions could influence any counsel given, or that they may have a stake in a particular option.

An appraiser’s impartiality is a valuable asset to investors and developers, not just at the beginning of the process, but throughout the entire life-cycle of a project. “People need to know that,” he stresses. “It is not just when they are building or buying. At all points, we can help them evaluate a particular option and make decisions that maximize the property’s potential.” For instance, Glen has accompanied clients to meetings with their banks to evaluate financing or refinancing options. He has recommended alternate property management options and sat in on meetings

in which investors discussed renovations and expansions.

Glen points out that taking an ongoing advisory role offers many advantages for appraisers as well. “It is much more rewarding than just writing reports,” he explains. “You get to interact with people and help them make decisions. You can use all your skills and knowledge to assist them.” At the same time, charging a fee for service means having to maximize dollars squeezed from a workday. Unlike report-writing, consulting often allows appraisers to charge their maximum hourly rate for all the work they do.


Working smarter, not harder, allows Glen to devote time to other passions such as running, a pastime he has enjoyed since high school. He is an age-group medal holder, and has recently joined an elite team of local runners. When he is not running, he enjoys taking courses at Memorial University. Life-long learning is part of his personal philosophy. During his

“After 17 years in the profession, he is entering yet another phase in his career, once again pushing the boundaries of his work to ensure that his horizons continue to expand.”

studies for an Applied Arts Diploma in Appraisal Assessment at the College of the North Atlantic in the late 1980s, the technical program did not offer any opportunities to explore the liberal arts, which he feels are essential for a well-rounded education. Presently, he is taking his fourth course in French. He and his wife even spent seven weeks in Nice over the last year and a half where he practised his new second language.

Speaking French is a skill he also hopes to apply in his new affiliation with the Altus Group. “I like the idea of possibly working in other markets,” says Glen. “I am also looking forward to taking on new and interesting work within a progressive workforce that is very well respected across the country.”

At the same time, he is looking forward to welcoming appraisers from across Canada to his home province, when St. John’s hosts the AIC Conference in June this year. As Chair of Newfoundland’s Conference Committee, he continues his active role in the provincial association, which included a term as president in 2004. Today, he divides his volunteer time between the provincial association and the Appraisal Institute of Canada, where he sits on the Marketing and Communications Committee.

The future is looking bright for Glen and he knows it. While markets in St. John’s are heating up, his alliance with Altus is promising to open new doors. After 17 years in the profession, he is entering yet another phase in his career, once again pushing the boundaries of his work to ensure that his horizons continue to expand. 

Maintaining our position as a top-tier profession

During the past seven years, the Appraisal Institute of Canada (AIC) and its members have experienced tremendous change. Although our core values as a profession have not changed, we have successfully adapted to the ever-changing environments within which we practice. Our method of adaptation initially consisted of many concurrent efforts such as the New Horizons project, development of the new Applied Experience Program, development of the first ever AIC brand strategy, establishing new designation requirements, etc. All these pathways are now converging to lead us to our ultimate goal, to be a top-tier profession with a widely-recognized, high-value brand image.

In 2008, we will embark on the next step in our journey, the long anticipated launch of our Marketing and Communications Program. But, this is no time to rest on our laurels. We must continue to peer into the ever-changing future and be prepared to continuously adapt and overcome any obstacles that are presented. Once achieved, how do we maintain our position as a top-tier profession? What will the public expect of professionals in the future? The words credibility and account-

ability come to mind. Somehow, we need to find the means to collectively 'walk our talk.'

A strategic planning session was held in Ottawa in October 2006 for the purposes of agreeing on the AIC Strategic Plan that will guide us for the next few years. In attendance were the Board of Directors as well as the provincial association presidents and several provincial presidents-elect.

Many issues were discussed and debated that day, one of which was the concept of a peer review program. The leaders in attendance recognized the many potential benefits of a peer review program, and wisely included the concept in our new Strategic Plan.

What is peer review in an AIC context? The general consensus is that an AIC peer review program MUST be education-based. This means that the sole purpose is to share our collective experience in a safe learning environment.

There would be many potential benefits of such a program, both for AIC members and our public. The most obvious benefit of an AIC peer review program would be an improvement in the quality of AIC members' services, by ensuring that our very high standards are applied nation-wide on a consistent


basis. Our clients, many of which are national organizations, would certainly benefit from this enhanced consistency. Additional benefits may include reduced insurance claims and reduced complaints.

One of the most significant benefits of a peer review program would be heightened credibility in the eyes of AIC's stakeholders. This would further enhance our many ongoing efforts to promote the AACI and CRA brands in a very positive light.

During the November 2007 Board of Directors meeting, a motion to launch a Peer Review Pilot Project was approved. The purpose of the Peer Review Pilot Project is to establish benchmarks to assist in the decision to possibly launch a full peer review program at some point in the future.

In the pilot program, where it is appropriate to do so, professional practice complaints will be referred to peer review. In this way, the benchmarks will measure the efficacy of peer review and provide data to assist the Board of Directors in its decision to roll out a full program.

The Peer Review Pilot Project will be overseen by the Professional Affairs Coordinating Committee, and will be administered on a day-to-day basis by the Counsellor, Professional Practice. The Counsellor will develop a review checklist and feedback mechanism, and establish a list of qualified and experienced reviewers.

Once the pilot project is established, information about the program will be posted to the AIC web site. 



Ad Hoc Committee on Peer Review

Craig Soderquist, AACI, P. App — Chair

Michael Garcelon, AACI, P. App

Grant Uba, AACI, P. App

To contact this committee, email:
professionalaffairs@aicanada.ca

Marketing your services within professional guidelines

On December 18, 2007, the new logo of the Appraisal Institute of Canada (AIC) was unveiled to the membership. The new logo is described as vibrant, strong, modern, proactive and confident, and members are encouraged to make use of the new logo in their practices. This is an excellent recommendation, but sometimes issues arise with respect to member advertising, which can include Internet websites and the Yellow Pages. In some cases, Internet websites are created, but then are not updated, and Yellow Page advertising may be overzealous.

The Counsellor of Professional Practice usually deals directly with advertising infractions, but some cases work their way through the Professional Practice Group. The Adjudicating Committee occasionally deals with files that involve misleading advertising. Misleading Yellow Page advertising has included stating that all employees are members of the AIC when, in fact, they are not, or claiming qualifications before they are actually earned. A recent Adjudicating Committee hearing dealt with a misleading website. Among other things, information on the website overstated levels of experience and indicated that all of the employees were 'bonded' by the AIC. It was ordered shut down, and the member complied.

The Counsellor recently dealt with another incident involving a website. This issue was quite serious and required changes be made to a website that was inadvertently contributing to a mortgage fraud scheme. In this case, a retired member was listed as an employee, and a former employee was using that and the digital signature to his advantage to convince a lender



that the appraiser was still practicing, thereby submitting fraudulent appraisal reports.

At this point, it is worthwhile to review some of the regulations that influence advertising claims for AIC members. The Comments section of the *Ethics Standard Rules of the Canadian Uniform Standards of Professional Appraisal Practice (CUSPAP)* addresses these issues, which are summarized as follows:

Note: Some of these comments have been edited and some sentences have been deleted. Members are referred to the most recent 2008 version of CUSPAP for further details.

- 5.1.3 Only members holding the grade or rank of AACI are entitled to use of the term 'Accredited Appraiser.'
- 5.1.4 Only members holding AACI, P. App, CRA

or P.Val. designations are entitled to use the term 'designated member.'

- 5.4.6 Promoting the Candidate membership category in such a way that it might be perceived as a designation is misleading. AIC Candidate members must refrain from using initials or abbreviations that might be interpreted as relating to a designated status, i.e., CAN, as this is not an AIC designation, but refers to status within the Appraisal Institute of Canada.
- 5.4.7 AIC Candidates are able to identify themselves as a Candidate member of the Appraisal Institute of Canada (AIC). AIC Candidate members may identify that they are working under the mentorship of a designated member of the Institute and identify the mentor's name and designation.

- 5.6.5 It is unethical for affiliate, associate or student members to hold themselves out in any way as a practising member of the Institute.
- 5.4.1 Members pledge to avoid advertising or solicitation which is false, misleading, exaggerated or otherwise contrary to the public interest.
- 5.4.2 To serve the public effectively, members must properly and accurately inform the public as to the functions of the profession and the qualifications and credentials of its members. Members of the Institute may use advertising media not only to inform prospective clients and the public that their professional services are available, but also to advise such parties as to the range, nature and cost of such professional services.
- 5.4.3 Members must ensure however, that such advertising is not misleading or calculated to create unrealistic expectations. In promoting an appraisal practice, members are required to take particular care that they observe only the highest standards of objectivity and impartiality.
- 5.4.5 No one may refer to or use the name of the Appraisal Institute of Canada or its professional designations and trademarks in a misleading or deceptive manner. For example, the name of the Institute or its designations may be used to refer factually and accurately to an individual appraiser's membership, but such usage must never suggest that a business organization is a member. These designations and their trademarks are awarded only to an individual member and must

never be used to give the impression that a business organization holds any designation. Further, any advertisement, leaflet, pamphlet, brochure or other material used for promotional or solicitation purposes which refers to the Institute or to the Institute's professional designations or trademarks must be dignified, conservative and in keeping with the highest professional standards. The use of the Institute logos will be determined by the Board of Directors.

To summarize, members are encouraged to use professional quality advertising, but, at the same time, to be aware of the regulations that govern advertising conduct. Members must ensure that advertising including websites is accurate and current so as to avoid potential AIC disciplinary action, or, as the previous case

cited, the potential for innocent participation in a mortgage fraud scheme and possible criminal investigations. It is good practice to check all advertising materials, including website pages, on a regular basis to ensure they are up to date and that the employee membership information is accurate. 🇩🇪

Adjudicating Committee

Peter Lawrek, AACI, P. App – Chair

Pat Cooper, AACI, P. App

Alasdair Gordon, AACI, P. App

Rolf Halvorsen, AACI, P. App

John Ingram, AACI, P. App

Michael Wootton, AACI, P. App

To contact this committee email:
adjudicating@aicanada.ca

NOTARIUS

ADHÉRER À LA SIGNATURE NUMÉRIQUE OFFICIELLEMENT RECONNUE PAR L'ICA C'EST :

S'AFFICHER EN TANT QUE MEMBRE EN RÉGLE DE L'INSTITUT

ASSURER LA SÉCURITÉ DE VOS DOCUMENTS ÉLECTRONIQUES

ACCROÎTRE VOTRE POTENTIEL DE RENTABILITÉ

REINFORCER SON IMAGE PROFESSIONNELLE

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Site Web : **www.notarius.com**

ADOPTING A DIGITAL SIGNATURE OFFICIALLY RECOGNIZED BY THE AIC MEANS:

CONFIRMING THAT YOU'RE A MEMBER IN GOOD STANDING OF THE INSTITUTE

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Rules of Engagement

The when, where, with whom, and how of a contract

How many times have you started your day with the phone ringing and a hurried client on the other end asking the question “How much do you charge for an appraisal?”

With the goal of providing useful, relevant, and practical advice to AIC members, there are many aspects of our profession that can be brought up as topics for discussion. The purpose of this article is not to get into all the details of contract law. It is geared to help you improve your business process by reviewing a few important aspects that relate to Letters of Engagement or contracts.

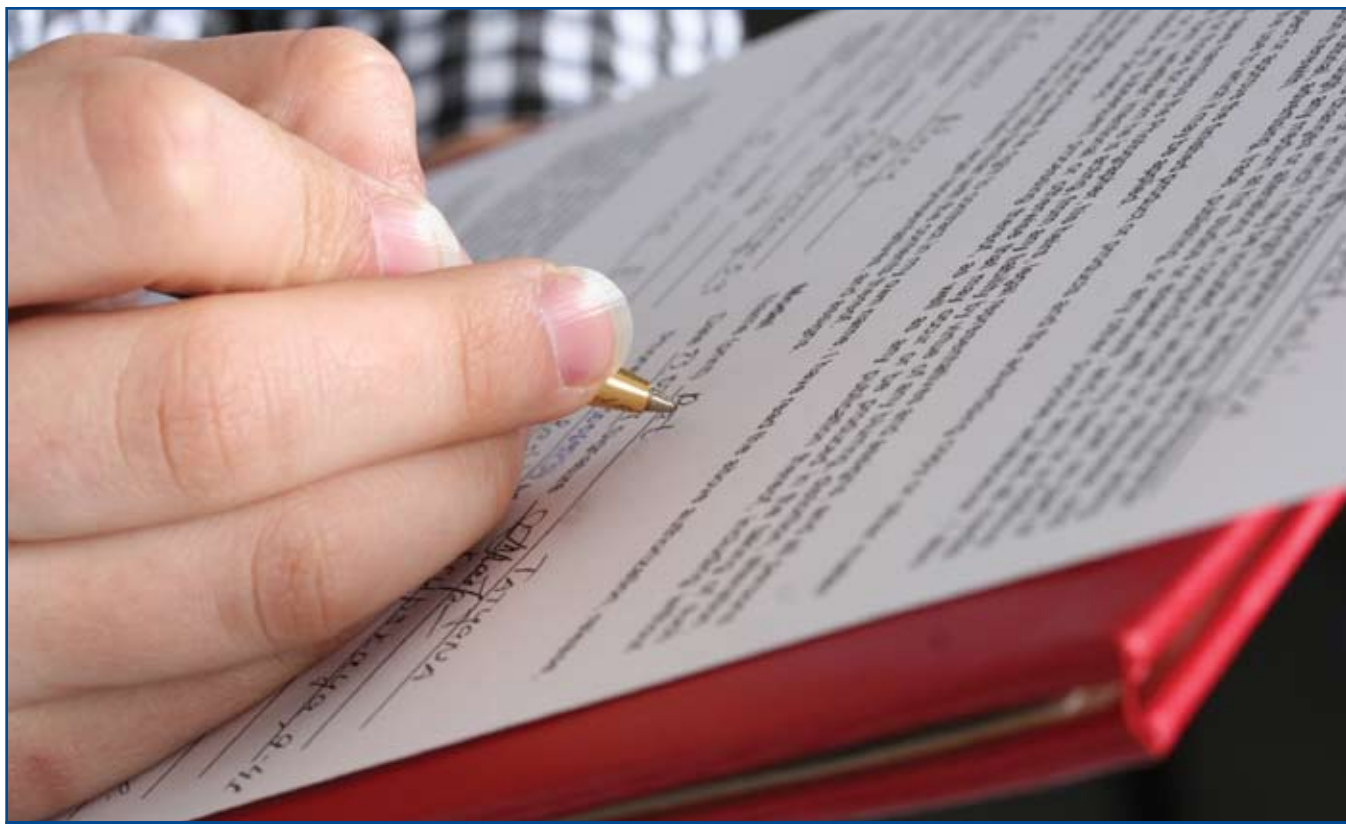
Getting back to your morning telephone call with your prospective client, you have now

patiently asked all the necessary questions to determine the property location, scope and purpose of assignment, anticipated delivery time, and fee structure. The two contracting parties (you and your client) have reached a common understanding of the terms of a contract. An offer by one party and an acceptance by another represents a contract. Now is the time to let your client know that a Letter of Engagement will be arriving via email or fax to confirm the details of your discussion. This can be a positive reinforcement for your client of the crystal-clear understanding you each have as to what is expected from the other.

The quality of the letter will emphasize your professionalism and credibility for your client

who, in turn, will be counting on your expert valuation advice. As appraisers, we rely on our working knowledge of the *Canadian Uniform Standards of Professional Appraisal Practice*. The Letter of Engagement is the bridge we build between the appraisal problems we are asked to solve (the assignment we undertake) and the AIC professional practices we employ to solve them. The Letter of Engagement is also evidence that you and your client do, in fact, have the common intention of creating a legal relation to support a common understanding of the terms of a contract.

The well thought out Letter of Engagement is used to ensure that the terms of the contract are explicit for three important reasons.



First, a readily available template for your tailoring to the specifics of the assignment requested by your client is your greatest time saving tool. It will serve to steer you around clouds of conflict when, for example, a client calls you upon receipt of the report and proceeds to tell you that he or she wanted a different effective date or that an adjacent parcel of land was to be included in the report.

Second, this clarity will assist you in the event that you are faced with an accusation of breach of contract. The measure of the damages ordered by the Court will be sufficient to restore the plaintiff to the position he or she would have been in had the particular damage not occurred. Having said this, typically, a retainer would be in order if this risk presented itself at the time of engagement.

Third, the Letter of Engagement is a contract and contracts cannot usually be amended unilaterally. This requires you to be even-handed with both the appraisal report and the Letter of Engagement to ensure that the Assumptions and Limiting Conditions contained in your report are within the context of your Letter of Engagement.

A recent situation in our office offers an example of this. A learned colleague quite correctly referenced *Claim Prevention Bulletin CP-12* relating to 'as if complete' appraisals when a client requested such an estimate value. With these types of assignments, a client should receive a Letter of Engagement that explains that the assignment entails a prospective market value of the subject upon completion and assumes it is achieving a stabilized occupancy at a point in time in the future. This future date is identified as the Effective Date. Using the recommended Assumptions and Limiting Conditions contained in *CP-12* will allow the appraiser to properly prepare the letter of transmittal, the body of the appraisal report, as well as the Assumptions and Limiting Conditions in order to fulfill the terms of this Letter of Engagement.

"A Letter of Engagement can be a positive reinforcement for your client of the crystal-clear understanding you each have as to what is expected from the other."

Creating your own Letter of Engagement style is a personal preference and will consist of items that can be included and excluded with each draft. Timing for acceptance and specific information items can be incorporated. Payment terms can be expressly outlined in your own way to advise of a retainer requirement, costs and disbursement inclusions, progress billing procedures, and expectations that accounts are due when rendered. Addressing overdue accounts can be done up front in the Letter of Engagement, including, as one of the terms, a detail such as, "As of the date of this agreement, a rate of 2.0% per month for overdue accounts in accordance with the *Income Tax Act* will be applied."

The Letter of Engagement serves the purpose of outlining direct expectations. With sizable assignments, an attached schedule can address issues that may require more explanation depth than is contained in a one- or two-page Letter of Engagement. Issues may include such items as timely performance, client responsibilities, privacy, Internet communications, termination, fee adjustments, and indemnifications. Further, issues related to report delivery deadlines, professional fees, access, information to be provided (financial statements, rent rolls, a list of proposed renovations, etc.) are examples of he said/she said

complaints received, where a letter of engagement may have solved these issues prior to a complaint coming to the Professional Practice Counsellor and a file needing to be opened by the Investigating Committee.

Reputable lawyers specializing in contract law will tell you that, while a written contract carries weight, matters can still be disputed as 'the devils in the details.' There are times when an amendment must be made during the course of the assignment and it is well advised to follow up with a letter of clarification.

Claim Prevention Bulletin CP-11 provides AIC members with valuable insight into the general layout of a Letter of Engagement as well as an important checklist of responsibilities and terms to be covered.

Drafting a Letter of Engagement with a high level of care, an awareness of the individual needs of your client, and a focus on the *Standards* will better your position before you begin and once you complete your responsibility as a professional appraiser with the Appraisal Institute of Canada. 🇨🇦

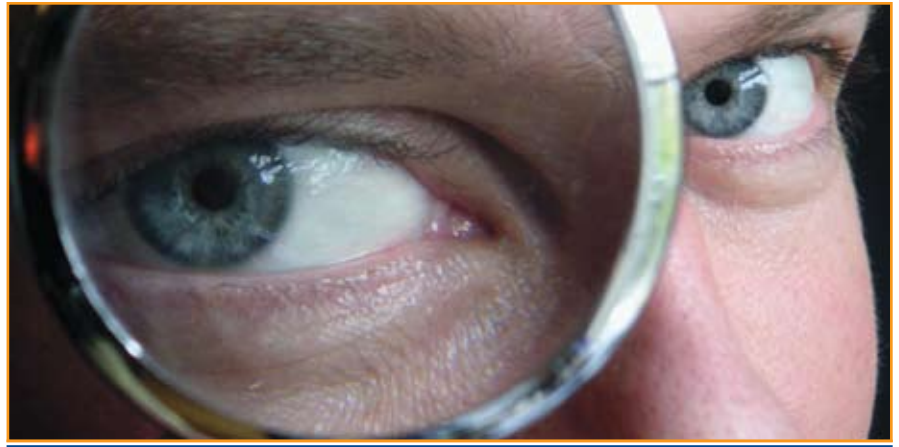
Investigating Committee

Deana Halladay, CRA – Acting Chair
Demitry Omrin, AACI, P. App
Sheldon Rajeski, AACI, P. App
Michael Lee, AACI, P. App
Del Stebner, CRA
Trent Gelmici, AACI, P. App
Mike Schulkowsky, AACI, P. App
Doyle Childs, AACI, P. App
Stan Jugovic, AACI, P. App
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investigating@aicanada.ca

Open and transparent self-regulation

The website of the Appraisal Institute of Canada (AIC) advises that, since 1938, the AIC has been the national organization responsible for setting and maintaining standards of practice and codes of conduct for professional real estate appraisers. The AIC states that it is dedicated to serving the public interest through continually advancing high standards for the appraisal profession. The website sets out the AIC Mission:

The Mission of the Appraisal Institute of Canada is to promote and support our members in providing high quality property advisory services for the benefit of the public.



“The fact that the AIC has opened the Appeal Committee to a lay member is evidence of the AIC’s willingness to engage in an open and transparent self-regulation process.”

While expressed in various ways, all self-governing professional organizations have more or less the same mission. It is the very essence of a professional organization that its members agree to conform to high standards of practice and codes of conduct and that failure to abide by the self-imposed rules will result in sanctioning to a degree reflective of the infraction.

But mission statements and expressions of purpose are meaningless unless there is a will within the professional organization to effectively address and remedy lapses in standards and codes of conduct by its members. The *Consolidated Regulations of the*

Appraisal Institute of Canada, addressing standards and providing a process for receiving and adjudicating complaints about members, is a public declaration that the AIC takes its Mission seriously. At the same time, the *Regulations* also exhibit a concern for the right of individual members to fair consideration and resolution of complaints against them.

From delivery of a complaint to the Counsellor of Professional Practice, through to investigation by the Investigating Committee, to adjudication by the Adjudicating Committee and Appeal Committee, there is an underlying system of checks and balances in the complaint resolution process. An outside observer would reasonably conclude that a complaint lodged with the AIC will be taken seriously and thoroughly considered. In addition, members can have some comfort that their rights and their livelihood will not be summarily impaired, should they be involved with the professional practice process.

In the time that I have been sitting as a lay member of the Appeal Committee, I have been impressed by the dedication, care and time the members of the various levels of the appeal process give to their respective roles and the concern they have to ensure that, at the same time the public interest is being protected, the right of each member

to be judged on the principles of fairness and natural justice is preserved. It is hard work and, it must always be remembered, it is volunteer work.

The fact that the AIC has opened the Appeal Committee to a lay member is evidence of the AIC’s willingness to engage in an open and transparent self-regulation process, so that the public is assured that the AIC Mission Statement is more than mere words. While some trepidation within AIC ranks might have accompanied this innovation, inviting laypersons into the regulation process in other self-governing professions seems to have served those organizations well and enhanced the credibility of those organizations in the eyes of the public. My goal during my tenure on the Appeal Committee is to work toward validating the AIC’s decision to open its doors. 🇺🇸

Appeal Committee

Charles Abromaitis, AACI, P. App – Chair
 Brian Duncan, AACI, P. App
 Leonard Lee, AACI, P. App
 John Shevchuk, Associate
 To contact this committee, email:
appeal@aicanada.ca

Promoting a positive professional perception

The 2008 edition of *Canadian Uniform Standards of Professional Appraisal Practice (CUSPAP)* is not a document that is intended for the exclusive use of the members of the Appraisal Institute of Canada (AIC). Indeed, the foreword from the 2008 edition states that “The intent of these Standards is to promote and maintain a high level of public trust in professional appraisal practice by establishing requirements for appraisal, review and consulting assignments.” The word ‘public’ appears 34 times in the document. In other words, *CUSPAP* is intended for both members and the users of appraisal services. As such, *CUSPAP* can serve as an effective marketing tool for members.

An Ipsos Reid/CBSR poll of Canadian businesses and the Canadian public undertaken in early 2006 showed that 68% of Canadians pay attention to issues related to corporate social responsibility. The poll also shows that three-quarters of leading Canadian companies are actively engaged in activities reflecting social responsibility, just as the AIC is actively engaged in the promulgation of rules regarding members’ conduct.

The users of real estate appraisal services are becoming more aware of the high standards associated with members of the AIC. For example, most of us are familiar with the various appraisal guidelines presented as a condition of an assignment by various lending institutions and government agencies. One of the common requirements of these guidelines is that the assignment must meet *CUSPAP* criteria.

AIC has been around since 1938, but only recently has the public begun to appreciate the high professional standards of our organization and members. I recall one of my first courtroom

experiences in Ontario Court, General Division. After several days of appraisal related testimony, one of the lawyers referred to *Regulation 7*, the rules governing our members. The judge quipped “You mean you guys have rules?” But, that was 20 years ago. Last year, in an Ontario Municipal Board hearing, the judge actually had his own copy of *CUSPAP*. The public and other professions are gradually learning of our rules and AIC has come a long way in promoting professionalism. However, the journey is not over.

The Ipsos Reid/CBSR poll goes on to note that, while corporate Canada invests time and money in developing policies and rules, Canadian consumers, despite their claim to be paying attention to these issues, are somewhat in the dark about the specific practices companies adopt. AIC members can educate the public specifically on standards and, while doing so, can benefit by marketing the fact that they belong to an organization that demands high professional standards.

In a practical day-to-day way, here is how members can market themselves as competent professional appraisers, reviewers and consultants by specifically referring to *CUSPAP*. When requested to perform a third appraisal opinion, because the first two appraisal opinions were rather divergent, you can give the client a ‘review’ option. In other words, instead of starting from square one with a whole new appraisal report, you can offer the client a review of the first two reports. In this example, you could provide the client with a summary of the review process tailored to their needs. It might look something like this:

“ In undertaking this review assignment, we will provide an opinion as to

the completeness of the report under review, the apparent adequacy and relevance of the data and propriety of any adjustments to the data. We will provide an opinion as to whether the analysis, opinions and conclusions are appropriate and reasonable. Finally, we will provide any reasons for any disagreement with the appraisal report being reviewed. ”

This wording in a RFP or Letter of Engagement comes directly from *Review Standards Rules 8.2.8 to 8.2.12*.

The AIC is constantly working to promote its members by various marketing initiatives and by communicating with government agencies, lending institutions, media contacts, and the public at large. But you, as an AIC member, can have a role to play in enhancing the success of these various campaigns. You are closer to the people who can affect your career, in particular, and the profession, in general. Establish a positive public perception and let people know that you belong to the organization that has the highest standards for professionalism in matters pertaining to the valuation of real estate. Let people know that the AIC has an active social conscience and the rules of *CUSPAP* were not just created for appraisers. 🏡

Standards Committee

Ray Bower, AACI, P. App – Chair

Anne Clayton, AACI, P. App

Brad Wagar, AACI, P. App

Iain Hyslop, AACI, P. App

Brian Varner, AACI, P. App

Chris Perret, AACI, P. App

Craig Soderquist, AACI, P. App

To contact this committee email:

standards@aicanada.ca

PROFESSIONAL DEVELOPMENT COURSES

UBC Real Estate Division



Today's successful real estate professional is creative, analytical, adaptable, and committed to lifelong learning. The Real Estate Division at UBC's Sauder School of Business offers a suite of self-paced, online courses designed to broaden your marketable skill set and enhance your professional future. Each course will earn you a UBC award of completion and **guaranteed credits** towards the Appraisal Institute of Canada's Continuing Professional Development (AIC CPD) requirements.

Current Courses

(X) = Number of AIC CPD Credit Hours

Business Enterprise Valuation (7)

An introduction to business valuation, illustrating the use and application of business valuation principles.

Valuation of Property Impairments and Contamination (10)

Discover the theory and methods used in the valuation of properties with impairments or detrimental conditions, such as contamination.

Hotel Valuation (7)

Explore hotel appraisal, test the three approaches to value, and discover the supply and demand factors that affect a hotel's income potential.

Highest and Best Use Analysis (4)

Learn how real estate market forces and market analysis impact the profitable use of both vacant and improved property.

Multi-Family Property Valuation (7)

Discover the physical considerations and valuation methods specific to multi-family dwellings, and apply these in case studies.

Office Property Valuation (7)

Find out how the physical aspects of office properties influence their value, with a focus on multi-tenanted office projects.

Seniors Facilities Valuation (4)

Examine the specialized data requirements and inspection and valuation techniques needed for the health care and assisted living sector.

Land Valuation (7)

Explore the principles and techniques for valuing land, with a focus on case studies and practical applications.

Appraisal Review (7)

Review appraisal reports for appropriateness and reasonableness, testing if the report achieved the client's purpose in a meaningful and ethical manner.

Machinery and Equipment Valuation (7)

Explore the concepts and techniques involved in valuing machinery and equipment.

Lease Analysis (7)

Examine the impact of lease documents in commercial real estate, specifically their legal and financial implications.

Real Estate Consulting: Critical Thinking, Research & Risk Analysis (10)

Explore real estate advisory services: thinking creatively and critically, gathering and evaluating necessary data, and evaluating risk.

Real Estate Consulting: Decision Analysis (10)

Discover how decision analysis can be applied to help clients and employers make better-informed real estate decisions.

Real Estate Consulting: Forecasting (13)

Learn how forecasting tools and techniques can enhance real estate decision-making and market analyses.

Urban Infrastructure Policies (7)

Explore the concepts, legislation, process, and skills necessary to understand the need for servicing requirements for land developments.

Urban Infrastructure Applications (10)

Examine the infrastructure and servicing requirements surrounding the development of real property.

Agricultural Valuation (10)

Examine the theory and methods used in the inspection and appraisal of agricultural properties, and apply your knowledge in a case study.

Exposure & Marketing Time: Valuation Impacts (4)

Examine how marketing time and exposure time impact market value appraisals.

Expropriation Valuation (4)

Discover expropriation concepts, the legislation and court precedents governing expropriation, and the techniques appraisers apply when carrying out expropriation assignments.

Green Value - Valuing Sustainable Commercial Buildings (7)

Learn about green building features and their economic impacts for investors, owners, and occupants.

Future Courses

Submerged Land Valuation • Exploratory Data Analysis in Real Estate • Letters of Engagement • Green Housing • Mark-to-Market Adjustment Support in the Direct Comparison Approach • Responding to RFBs • Establishing and Managing a Real Estate Business

Find out more at www.realestate.ubc.ca/cpd

Real Estate Division, Sauder School of Business
University of British Columbia, 202 - 2053 Main Mall, Vancouver, BC V6T 1Z2

Toll-free: 1.877.775.7733

Email: info@realestate.sauder.ubc.ca

Fax: 604.822.1900

Web: www.realestate.ubc.ca



Real Estate Division



THE UNIVERSITY OF BRITISH COLUMBIA

UBC's role in AIC's broadening scope of practice

The 1998 Appraisal Institute of Canada (AIC) educational agreement with the University of British Columbia (UBC) Real Estate Division was a significant step towards achieving the Institute's goals for professionalism and broadening members' scope of practice. In the years following this agreement, UBC and AIC have focused on upgrading the education program in breadth, depth and rigour. Ten years later, AIC can boast about an education program that is healthier than ever before and is second-to-none nationally and internationally. The education program has continued to evolve alongside changes in the real property professions. What was once a highly technical and limited specialization has steadily matured into a diverse, multidisciplinary profession, improving services for current clients and fostering new business opportunities. New entrants and designated members demand new and different educational opportunities to reflect this change.

Brief overview of the UBC Real Estate Division and the UBC/AIC partnership

The Real Estate Division operates within the University of British Columbia's Sauder School of Business. The Real Estate Division has a 50-year history in designing, developing and delivering courses in a variety of formats, with its current focus on online learning. Online course delivery meets the educational needs of the Division's students, who are primarily full-time employed adults seeking part-time education for career advancement. The maximized time and location flexibility of online learning permits students to learn when and where it is most convenient

to them. This has enabled AIC/UBC to reach the widest audience possible, making it feasible to offer this highly specialized program to students throughout Canada.

The AIC/UBC partnership has been particularly successful because it builds on the strengths of each party and fosters specialization. By leaving the responsibility for educational delivery to the Real Estate Division, a full-time and dedicated education provider, AIC is freed up to focus on membership services and on advancing the Institute's strategic initiatives. The Real Estate Division answers to the AIC through its Learning Advisory Committee and a direct link to AIC's Board of Directors. AIC continues to maintain control over its 'body of knowledge' by specifying to UBC what is wanted in the education program and by supervising the implementation.

The continuous improvements to AIC's education program have the ultimate goal of better preparing valuation professionals for a broader scope of practice. These developments fall into two key areas:

- AIC's Education Program for New Entrants
- Continuing Professional Development Opportunities for Existing Members

AIC's Education Program for New Entrants

Ongoing evolution in the Institute's education program means that today's new entrants encounter materials much different than those of 10 years ago. The AIC program of studies is diverse and academically rigorous, with extensive valuation-focused content, as well as a broad-based real estate and business skill set. The courses are all degree credit and integrated into a

Why online education?

"Though it may be impossible to bring the masses requiring education to the university, may it not be possible to carry the university to them?"

– William Sewell, Professor of Philosophy, Oxford, 1850

number of diplomas, certificates and degrees at UBC and other Canadian educational institutions.

Students report that the UBC courses are challenging, and this is by design. The Real Estate Division embraces UBC's motto 'Tuum Est' – 'It is yours' – meaning we demand students rise to the challenge of taking responsibility for their own learning. Thus, in designing courses, we set our sights beyond simple job training towards a more all-encompassing and comprehensive education. Rather than focusing specifically on 'job ready' skills development, we try to develop learners' capabilities for adaptation, initiative and critical thinking. Today's career opportunities related to valuation go far beyond the straightforward easily categorized 'appraiser' or 'assessor' jobs of the past. The competitive environment demands flexibility and capability, and our goal is to equip the valuation professional of tomorrow.

This is not to say the program does not teach valuation foundations – the program retains a

solid technical basis, in terms of training entrants on the basis for real property value – and, in fact, we believe that this valuation aspect is served better than ever. Furthermore, the program emphasizes study of economics, law, finance and statistics as key foundations for a business education. However, within all technical courses, there is an emphasis on writing, research and critical thinking. As well, collaboration, teamwork and discussion are encouraged. In a rapidly changing world, job training is akin to teaching new members to drive while looking only in the rear view mirror. In contrast, capabilities development focuses on the ability to think on your feet, to adapt and evolve, to communicate with clients, and to better serve client needs, no matter what these may be. That is the basis for a broad-based university education – opening doors that learners do not yet even know exist.

Two specific examples of recent new courses illustrate this development trend:

BUSI 344: Statistical and Computer Applications in Valuation

This course examines how statistics and computer applications can be applied in a wide variety of valuation applications. Topics include exploratory data analysis, modeling via multiple regression analysis, and applying statistical tools in single property appraisal. This course discusses how appraisers can meet the challenges of AVMs, not by resisting change, but by embracing it. The course does not focus on training students to operate a machine, but on understanding why and how the machine is designed and emphasizing the foresight necessary to redesign its replacement in some unimaginable future.

BUSI 460: Critical Analysis and Forecasting in Real Estate

This course aims to widen the perspective of real estate professionals, fostering capabilities for offering high-level real estate advisory services. In other words, learning how to think like a diverse valuation professional and answering client needs, rather than being limited solely

to point-in-time valuation. The lessons discuss decision analysis, forecasting, and risk analysis, but its big picture goal is helping clients to make better decisions and structure problems to reach the solutions they need.

“Thinking is the hardest work there is, which is probably the reason that so few engage in it.”

– Henry Ford

These courses highlight the approach of emphasizing capabilities development over training. Narrow skills development leads to narrow solutions: “when all you have is a hammer, everything looks like a nail.” By better equipping valuation professionals to deal with change, we hope to establish a thinking mindset to better address client needs and the long-term viability of the profession. This is in concert with AIC’s New Horizons marketing initiatives, solidifying the Institute by expanding its reach beyond its traditional sources of business.

For more information on the AIC education program, you may wish to visit our website: www.realestate.ubc.ca/aic

Continuing professional development opportunities for existing members

In 2002, AIC redesigned its Continuing Professional Development (CPD) program to better reflect the professionalism of members. The UBC Real Estate Division has developed a wide variety of CPD courses to address member needs. The courses have two goals: (1) refresh members’ skills and knowledge; and/or (2) teach members new techniques and applications for the evolving marketplace.

UBC’s CPD courses are ‘bite-sized,’ self-paced online courses. There are currently more

than 20 courses available, with new additions coming online regularly. Some of the courses provide similar materials to what is found in the AIC’s regular education program. For example, we have broken down the *BUSI 460* course into several smaller courses so that accredited members may review this material without needing to commit to a full university credit course. Other courses focus on providing new content beyond that found in AIC’s regular program. For example, there are new courses underway on adjustment support in the direct comparison approach, establishing and maintaining a real estate business, and exploring the impact of green building and sustainability concerns on real estate.

The UBC CPD courses aim to strengthen AIC members’ core competencies and to diversify their potential. Ultimately, this will improve the Institute’s marketing efforts, helping to find new sources of valuation-related business for members and continuing to improve the Institute’s image.

For more information on the UBC’s CPD offerings, you may wish to visit our website: www.realestate.ubc.ca/cpd

Conclusion: goals and opportunities

The AIC/UBC education partnership continues to flourish, building on the complementary strengths of both organizations. The program has come a long way in the last 10 years, growing from its simple roots into the comprehensive, broad based, high level program it is today. The program continues to advance, in concert with the Institute’s evolution towards a multidisciplinary profession. These efforts contribute to the Institute’s ongoing marketing efforts, in terms of strengthening members’ abilities to meet client needs and helping to find new valuable business opportunities. The UBC Real Estate Division’s future plans, working closely with AIC, will continue to focus on developing well-rounded valuation professionals, both for new Institute members and for the lifelong learning of accredited members. 🌈

The marketing of professional practice

There is no doubt that, as a professional organization, the Appraisal Institute of Canada (AIC) must have a professional practice process in place to accept and review complaints from consumers of appraisal services. The consumer expects that such a mechanism will be available to them when necessary.

As an appraiser, you acknowledge that the professional practice process is critical to the reputation of AIC and the real property profession. You also recognize the important role this process plays behind the scenes in enhancing your professional reputation and marketing your services.

Consumers must have the trust and confidence that an AIC professional appraiser will follow the highest standards (*Canadian Uniform Standards of Professional Appraisal Practice – CUSPAP*) set by the profession, and, if not, that the governing authority will take reasonable and appropriate corrective steps when complaints are brought to their attention. AIC provides this assurance through its professional practice process which establishes that appraisal practise is a regulated profession that complies with the principles of natural justice.

There is a constant see-saw balance of interests between the appraiser and the consumer, when engaged in the professional practice process. These are similar interests in that each wants the confidence to know that the professional practice process will address complaints in a fair and timely manner that respects the divergent needs of each.

First and foremost, the process must adhere to principles of natural justice. Without limiting what this means, it includes:

- To know the case to be met. This is about the

complaint that has been submitted or, where formal disciplinary action is taken, about the alleged breaches reflected in the Investigation Committee report (the charges referred for adjudication).

- To defend oneself. This is about having sufficient time and opportunity to prepare and submit a full defence to the allegations.
- To have a decision-maker act in an unbiased manner. This is about the Adjudicating or Appeal Committee panel members considering all the submissions and reaching a decision without bias or conflict.

Balance is achieved when the individual interests of both the consumer and the appraiser are taken into consideration.

In making a complaint, the consumer wants to be heard, to be taken seriously, and to know there will be an outcome within a reasonable time. There are also times when a consumer may wish to remain anonymous and not provide consent to disclose his or her identity to the appraiser.


The appraiser wants to protect his or her reputation and not have a good name sullied in a public manner, particularly if the allegations do not merit formal disciplinary action.

In achieving this balance, it is important to note that there are some things that the process is not intended to do: it does not provide financial compensation; and it does not arbitrate value, in the sense that it will not re-do the appraisal to establish or validate a value conclusion.

It is an impartial process to maintain the highest standards in the industry, and it is accessed by both appraiser and consumer. It is this independent process that appraisers should

be familiar with and incorporate references to it in marketing and business practice.

For the appraiser, working in concert with the professional practice process means advising consumers that you will correct errors that are brought to your attention, and that you will consider any relevant information the consumer provides. It is important to assure the consumer that, should a dispute arise that cannot be resolved, he or she may contact the Counsellor, Professional Practice for further advice and assistance.

Finally, underpinning the entire professional practice process is the philosophy that, unless a member purposely acts in a misleading or fraudulent manner, the process should be educational rather than punitive. In this way, the outcome of a member's involvement with the process is the member's increased capacity to represent the profession and the Institute at the professional level expected. 

Professional Affairs Coordinating Committee

Gordon Tomiuk, AACI, P. App,
AIC President – Chair

Peter Lawrek, AACI, P. App –
Chair of Adjudicating Committee

Hal Love, AACI, P. App –
Chair of Insurance Advisory Committee

Deana Halladay, CRA –
Acting Chair of Investigating Committee

Charles Abromaitis, AACI, P. App –
Chair of Appeal Committee

Ray Bower, AACI, P. App –
Chair of Standards Committee

To contact this committee email:
professionalaffairs@aicanada.ca



Robert Patchett
LL.B., CD, AIC Counsellor,
Professional Practice

Lender's list = marketing list

During my tenure in this position, I have observed that there are two lists that are important to appraisal practice. The first is the list that appraisers place on their resumé and on their website to promote the lenders that accept their appraisal reports. This list may also include names of the appraiser's clients. The second list is the lender's list of approved appraisers, which the lender relies upon. These lists, although created for different purposes, act to fulfill a similar role – marketing the appraiser's services

The appraiser's list

When you publish such a list, you are promoting the fact that your appraisal reports have been found to meet the requirements established by lenders, thereby subtly promoting your reputation in the region where you practice

as well as the specialty practice you have established. In this way, you advise potential clients about your familiarity with the lender's appraisal reporting requirements and that you will produce a report that the lender will rely upon in the decision to underwrite a mortgage.

The lender's list

Lenders promote their own appraisal review capacity. Lenders have adopted an appraisal review process to place an appraiser on their list. Just as important is the ongoing review process when appraisal reports are submitted. The lender has done this to minimize the risks when making a decision to underwrite a mortgage. Another factor is that the appraiser provides an unbiased opinion regarding the condition of the property, the market conditions, and, ultimately, an opinion of value.

In some instances, the lenders may publish that list on their website, or advise that they use only AIC members holding AACI and CRA designations.

By and large, the lender has adopted a mechanism that separates the mortgage loan application process, whether through a loans officer or a mortgage broker, from the ordering and review process of an appraisal. The lender first determines if an appraisal is required, and, if it is, then someone other than the loans officer orders the appraisal or selects one or two appraisers. The appraiser submits the appraisal report to be reviewed. The lender then considers all the information at hand and advises the loans officer and the client of the lending decision.

All of this is important, as it establishes trust and confidence in the real property market, particularly for the borrower seeking a mortgage.

However, getting on the lender's list is only half the battle. If an appraiser wishes to stay on the list, there is a need to constantly maintain skills and sustain a dialogue with the lender to understand the lender's requirements, which may change. As an appraiser, the time you spend sitting down with a lender on a regular basis will avert potential pitfalls and maintain the lender's confidence that your appraisal reports are prepared according to the highest standards in the Canadian market, i.e., *Canadian Uniform Standards of Professional Appraisal Practice (CUSPAP)*, and that your reports will consistently meet or exceed the lender's requirements. In this way, attention to these lender's lists becomes a key tool in your marketing toolbox. 📌



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 October 16, 2007 to January 18, 2008:

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 octobre au 18 janvier 2008:

AACI, P. App

Accredited Appraiser Canadian Institute

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

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

ALBERTA

Brad Kroeker
Jonas M. Locke

NOVA SCOTIA

Kevin L. Richardson

QUEBEC

Jean-Phillipe Baril

BRITISH COLUMBIA

Steven M. Danielson
Ben McCallum
Darrel Mitchell
Edwina Nearwood
Scott Russell

ONTARIO

David A. deVries
Mike A. Guillemette
Daniel Harvey
Cordell L. Mullings
Anthony David Palleschi
Adam Tanner

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

Edward Ernst
Douglas B. Krawchuk
M. Stephen Ross
Troy Sausser
Jenny-Marie D. Seibel

Jatinder Dhott
Margaret Dunlop
Christine M. Kitt
Bryce C. Leigh
Brian Arthur Lightfoot
Brett David Mirtle
Donald Stasuik

Robert M. Cunningham
Sandro Giuliani
Patricia S. Janger

Stephen Sung Ho Park
Brian Stanshall
Jane E. Vandrish
Gabriel L. Z. Zaduban

BRITISH COLUMBIA

Warren S. Allan
Robert Bradley
Harpreet S. Dhott

ONTARIO

David G. Aitken
Gordon S. Burns

QUEBEC

Domenico Ragno

Candidates / Stagiaires

AIC welcomed the following new Candidate members during the period October 16, 2007 to January 18, 2008:

L'ICE souhaite la bienvenue aux personnes suivantes qui ont joint les rangs des membres stagiaires durant la période du 16 octobre au 18 janvier 2008:

ALBERTA

Seth B. Allred
Victoria Arista
Jason James Bakalech
Marsali Rae Crerar
Robert Jason Douglas
Trevor Downing
Carmen Hoang
Danielle Renée Houle
Jonathan Kam
Lisa Ann Land
Jason Luong
Pichammei Meiyypapan

Regan Neilson
Ehren Dane Schroeder
Suzanne M. Siegler
Kristie Simons

BRITISH COLUMBIA

Dritan Beqo
Michael Crook
Dallas Eng
L. Rosetta Ferrari
Daniel J. Giroday
Tracy L. Heebner
Michael Hupfau
Joshua J. E. Kitsul

Brent D. C. Langill
Terry S. Lewis
Scott David MacFarlane
Ardeane Maharaj
Matthew G. Muir
Bruce E. Powell
Cliff A. Smirl
Inchea Song
Anton A. Suurkask
Kurtis R. Taylor
Jeffrey A. Young

MANITOBA

Trevor G. Smith

NOVA SCOTIA

Sohaib Ahmed Ansari
Stefan R. Hoddinott

ONTARIO

John S. Carter
Jay Matthew Charbonneau
Kimberly M. Dickey
Solila (Selina) Enayat
Mary Foukleva
Stephen Koo
Scott James Loudon
Lianne K. Mannik

Liliya Mokrivska
David M. Pabon
Abhishek Paul
Sarah Uy

QUEBEC

Martin Dion

SASKATCHEWAN

Jana Dushinski
Chiung-yu Amy Huang
Kent M. Scharback

Students / Étudiants

This new category of membership was implemented January 1, 2007 and now 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 new category of membership.

Cette nouvelle catégorie de membre entrain en vigueur le 1er janvier 2007 et 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 nouvelle catégorie de membre.

BRITISH COLUMBIA

Kristy M. Cote
Leanne E. Rolfe

Stephanie Bo-Yee Li
Anna Schaefer

INTERNATIONAL

Michael Cartwright

ONTARIO

Brian Anthony McDonald
Rick C. F. Sin

Staff Profiles


TOLE AND HOLSTEIN JOIN THE TEAM

The Appraisal Institute of Canada (AIC) would like to welcome two new provincial Executive Directors:

Kelly Tole is the Executive Director in the New Brunswick office, where she delivers services to our New Brunswick members. She comes to AIC with a diverse background in fields ranging from academia to the wedding industry. Most recently, she was with the University of New Brunswick's College of Extended Learning, where she was involved with online and classroom delivery of professional development programs, particularly those dealing with Public Service Management and Autism Intervention. Previously, Kelly spent 20 years working in administration for the largest employer in Nackawic, NB – the St. Anne Nackawic Pulp Company Ltd., leaving only when the mill's operations came to a sudden halt in 2004. Before that, Kelly exercised her marketing and entrepreneurial skills as the owner and operator of a bridal boutique.

Recently married, Kelly and her husband have five sons ranging in age from 16 to 20 years. A lifelong Nackawic resident, Kelly is a community volunteer who also finds time to enjoy golf and traveling.

We also welcome Ontario's Executive Director – **Signe Holstein, CAE**. Originally from Manitoba, she has lived in Toronto for 22 years. Signe has over 20 years of experience in association leadership and management at the provincial and national levels. She was Executive Director of the 5000-member Ontario Physiotherapy Association for 17 years, followed by her work as the Executive Director of the Alliance of Physiotherapy Regulators, a federation of physiotherapy regulatory bodies in Canada. Signe has been an active member of the Canadian Society of Association Executives for 20 years and served at the chapter level and on the national Board of Directors, including the position of Chair of the Board. She presently serves as Chair of the CAE Task Force, considering professional and career development programs, including the professional designation, for association executives. Also active in the Canadian Physiotherapy Association, she has served as its president and has earned its two most important awards for her volunteer contributions. As well, Signe has served on the Board of Goodwill Toronto, and presently sits on the Board of the Unionville Home Society.

Married with one daughter, Signe is actively involved in the renovation of a post-war house in Markham and is making plans for renovations of a house on a lake in Manitoba. She enjoys gardening, reading, travel, fine wine and quilting in her spare time. 

Letter to the Editor

THE 'GREENING' OF OUR PROFESSION

It was gratifying to see the Appraisal Institute of Canada taking a leadership role by publishing an article on appraisers adapting to climate change in the last issue of *Canadian Appraiser*, as well as by showcasing an energy efficient building on the front cover. 'Green' is definitely a buzzword these days. To not be 'green' is to be deemed out of date and, worse, a contributor to the environmental problems of this planet.

I would like to see the day when all appraisers embrace the concept that the principle of highest and best use must be expanded to include how projects are in conformity with the best interests of the environment.

The day will come when all planning across North America will have greater concern for the environment. We should include something of the kind in our analysis. Since appraisers are part of the development process, we must have a conscience.

Barry Lebow, CRA
Lebow, Hicks Ltd.

CRITICAL DATES

The following dates are provided as a reminder to Appraisal Institute of Canada (AIC) members of critical dates throughout the year:

February 11, 2008 – Online Registration Opens for AIC's 2008 Annual Conference in St. John's, NL

May 23, 2008 – Online Conference Registration Closes

July 31, 2008 – Candidates report annual course completion for processing in advance of September 1, 2008 deadline.



Appraisal Institute
of Canada

Institut canadien
des évaluateurs

Habitat for Humanity

AN EXCELLENT MARKETING INITIATIVE BY THE KITCHENER-WATERLOO CHAPTER



Participants in the Habitat for Humanity Build-day left to right were: Murray Bechtel, CRA; Jill Callaghan, Candidate; Karen Koebel-Medicott, Candidate; Jim Rokeby, AACI, P.App; and Joe Priamo, CRA. Katrina Juhasz, Candidate participated in the spring Build-day. The Build-day took place on October 17, 2007 with a large group from Manulife. The property is located in Kitchener, where Habitat for Humanity plans four consecutive years of building linear townhouses on the site. Chapter members volunteered that day with landscaping, vinyl siding, interior painting and installing light standards. Everyone very much enjoyed their first Build-day and look forward to having a larger group of AIC volunteers participate again this year.

Initiatives such as these raise the profile of AIC members and demonstrate commitment to the community. Why not consider such a contribution to your community?

IN MEMORIAM

The following member of the Appraisal Institute of Canada has passed away. On behalf of everyone connected with the Institute and the profession, we extend our sincerest sympathies to the family, friends and associates.

Le membre 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 la famille, amis et associés.

Arthur King, CRA
Woodstock, NB

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Welcome to the 2008 AIC Conference! AIC – Celebrating 70 years of Excellence!

The Appraisal Institute of Canada (AIC), in conjunction with the Newfoundland and Labrador Association of the Appraisal Institute of Canada, is very pleased and proud to host the Institute's 2008 Annual Conference within this unique city at the eastern edge of North America.

St. John's, Newfoundland, a city rich in history, music, raw beauty and hospitality, plays host to AIC's national conference from June 4-7, 2008.

St. John's is no ordinary North American city. Acclaimed US travel writer Jan Morris says of St. John's, *"Of all the cities I have written about, anywhere in the world, none has given me more enjoyment than St. John's, Newfoundland, the most entertaining town in North America. . . .such is the*

nature of this city – windy, fishy, anecdotal, proud, weather-beaten, quirky, obliging, ornery, and fun."

The conference is being held at the Delta St. John's on New Gower Street, which is located in the heart of the downtown, and within walking distance of dozens of restaurants and pubs. Just a 10 minute walk to the east, you will be stumbling over history at every step as you encounter *The Rooms* – Newfoundland and Labrador's newest culture space, which unites the Provincial Museum, the Provincial Art Gallery and the Provincial Archives under one roof. A place for people, *The Rooms* is a portal to the many stories this province has to tell.



Our Program

The St. John's organizing committee is very eager to share the history, culture and spirit of their beloved city with their colleagues from across the country, while at the same time offering a stellar and progressive program. With the theme **Valuation: Just the Tip of the Iceberg**, the committee has sought speakers who are the leading edge of our industry.

On Thursday morning, Shallaway, one of the world's best choral groups, will open the conference with the island's anthem.

A very forward-looking program will then commence with keynote speaker and futurist, Richard Worzel. Richard "can equip your organization with the ability to understand the changes to be faced in the years ahead, and the tools to leverage those changes to revolutionize and dominate your industry."

Check out our website regularly to follow the evolution of this program.

Rounding out the program...

To date, our long list of potential speakers is very exciting, and includes a full-day multi-disciplinary overview of the redevelopment of an 80-acre, city-centre, former American-Canadian military base.

This redevelopment project has been approximately 10 years in the making, and will be well underway during spring 2008. You will meet with marketing consultants, engineers, architects, planners and appraisers, and you will have the opportunity to learn how the appraisal profession has collaborated with these other professions on this project.

Included in the program will be a number of St. John's agricultural facilities that will introduce you to practices within a less than hospitable environment, where most of the topsoil is now under the sea in the form of the Grand Banks

The interesting and eclectic slate of programs will include:

-  Property Consulting in Sierra Leone – A Personal Experience
-  'You be the Judge' – a mock trial which takes place in the historic St. John's Courthouse
-  Commercial Market Dynamics – Moving from Data to Information to Perspective to Action
-  The US Housing Market Meltdown: Implications for Canada.
-  Future Opportunities – International Financial Reporting Standards (IFRS)
-  The Evolution of Appraisal Management Companies and Where We Are Going



Networking, field trips and unique opportunities to experience St. John's at its best...

The committee has planned a networking night like no other. A 'Newfoundland Kitchen Party' will take place in the largest bar in Atlantic Canada, situated on George Street, the nation's most famous party street.

Fifteen of St. John's most talented musicians, comedians and actors will enthrall you with comedy, stories, and songs of the island. After the exclusive private event, the doors will be thrown open to the gregarious citizens of St. John's who will join the delegates in welcoming a rock band to the stage.

The Volunteers Corner...

AIC wants to take this opportunity to thank its hard working volunteer chairs and their teams for their invaluable efforts to provide you with a spectacular program complemented by its social and companion program.

Conference Chair Glen Power and the rest of the conference committee members encourage you to "come join us at the rock." Not only does this conference promise to be a superlative opportunity to learn, but it will also be a chance for you to envelop yourself in the culture of St. John's.

Newfoundland hospitality will be in abundance during the conference, with St. John's appraisers leading coastal hikes, harborside runs, and golfing at one of Newfoundland's premiere golf courses.

We recommend that you book early, as space is limited. St. John's is a popular destination during the summer. When visiting AIC's website, click on the travel and accommodation icon and you will see that group rates have been established through Budget, Avis and Enterprise.

The Newfoundland Committee encourages delegates to stay on after the conference and explore Newfoundland and Labrador. Extensive information for planning your trip is available, however, feel free to email the Newfoundland

Association if you have specific questions.

If you have not yet been to St. John's, you are in for a treat and a surprise, however, be forewarned that many of its citizens are former come-from-aways (CFAs) who came for a conference and never went home.

**So don't delay, book now, book early.
This will be a conference you will not want to miss!**

The official conference website is your source for complete information on the 2008 AIC Conference. Additional information will be continually added as details are finalized. Visit the AIC 2008 website at: aicanada.ca/e/aic2008. Please be sure to register and take advantage of our convenient online registration option.

AIC	<p>VALUATION: JUST THE TIP OF THE ICEBERG 2008 Appraisal Institute of Canada Annual Conference June 4-7 • Delta St. John's, St. John's, Newfoundland & Labrador www.aicanada.ca/e/aboutaica_events_con2008.cfm</p> <p>2008 ANNUAL GENERAL MEETING June 6 • St. John's, Newfoundland & Labrador</p> <p>For further information contact: info@aicanada.ca</p>	MB	<p>Standards Seminar (Professional Practice Seminar) April 25-26 • Victoria Inn, Winnipeg</p> <p>For further information contact: Lynne Smith Dark mbaic@mts.net or (204) 943-1177 or check our website www.aimanitoba.ca</p>
BC	<p>2008 Provincial Conference At Sea September 30-October 4 • Vancouver, BC to San Diego, California</p> <p>Standards Seminars March through November – please visit our website for dates and locations.</p> <p>For further information contact: Kathy Porter info@appraisal.bc.ca or (604) 266-8287 or check our website www.appraisal.bc.ca/</p>	ON	<p>Standards Seminars Through to November 2008 See our website for details: www.oaaic.on.ca</p> <p>2008 Provincial Conference and AGM April 10-12, 2008 • Toronto</p> <p>For further information contact: Lorraine Rigas lrigas@oaaic.on.ca or (416) 695-9333 or check our website www.oaaic.on.ca</p>
AB	<p>Standards Seminars Watch our website for Standards Seminars to be held in the spring in Calgary and Edmonton. • Dates and details TBA.</p> <p>For further information contact: AB AIC at info@appraisal.ab.ca or (403) 207-7892 or check our website www.appraisal.ab.ca</p>	QC	<p>For further information contact: Ginette St-Jean aqice@qc.aira.com or (450) 454-0377 or check our website www.aqice.ca</p>
SK	<p>Standards Seminar March 14-15 • Regina</p> <p>2008 Provincial AGM & Professional Development Conference April 4-5 • Regina</p> <p>For further information contact: Marilyn Steranka skaic@sasktel.net or (306) 352-4195 or check our website www.skaic.org/</p>	NB	<p>2008 Provincial AGM April 24-25 • Fredericton, NB Delta Hotel</p> <p>For information contact: Kelly Tole nbarea@nb.aibn.com or (506) 450-2016 or check our website www.nbarea.org/main.asp</p>
		NS	<p>2008 Provincial AGM March 1 • Park Place Ramada Hotel, Dartmouth</p> <p>For further information contact: Davida Mackay nsreaa@nsappraisal.ns.ca or (902) 422-4077 or check our website www.nsappraisal.ns.ca/</p>
		PE	<p>2008 Provincial AGM April 23 • Charlottetown Hotel</p> <p>For further information contact: Suzanne Pater peaic@explornet.com or (902) 368-3355</p>
		NL	<p>2008 Provincial AGM April 18</p> <p>For further information contact: Sherry House naaic@nf.aibn.com or (709) 753-7644</p>

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