

President's Report

1. Affairs of the Institute

Our 2010 Annual Meeting was conducted successfully, and with the considerable support of the membership. All motions from the floor that were supported, as well as those that were not presented at the meeting because of time constraints, were duly considered and answered by council, with the responses posted on the AIBC website. At council's June 2010 planning session, four initiatives were chosen for council's primary attention over the coming year:

- **New & Diverse Members** – indicative of a growing concern that there are historic obstacles and cultural barriers hindering entry into the profession. It lends itself to a multi-faceted examination of how to better shape the transition process and workplace realities for the future. This key initiative, the subject of a workshop at the 2011 Festival, is likely to continue to receive the attention of membership including council.
- **Engagement & Communication** – a continuation of the previous year's efforts to establish closer relationships and better connections with individual registrants and the institute. Now essentially concluded, this initiative has reinforced the importance of creating opportunities for engagement and communication between council, members, associates, and the public in shaping meaningful policies. More findings are discussed in Section 3 of this report.
- **Legislative Renewal** – In response to member feedback, AIBC Council made a clear decision to not pursue legislative renewal for the time being. Even so, it has become increasingly clear that the statute remains in dire need of repair/update, in many ways. The provincial government is aware of areas requiring change, and receptive to small-scale legislative amendments to those areas requiring changes. One such example is the allowance for alternative dispute resolution, which was curtailed as a result of a recent court decision (further detailed in the next section).
- **Advocacy & Regulation** – The issue of a regulatory body taking on an advocacy role has emerged through Council's engagement efforts. It brings with it the question

of balance amongst advocacy for members, the profession and/or the public. Since advocacy within a self-regulated profession must be appropriately framed by its public interest mandate, it would seem that coordination and collaboration with other organizations - such as Architecture Canada and the Architectural Foundation of British Columbia - is advisable but must remain at arm's length. While a report has not yet been submitted by this working group, a healthy dialogue is occurring as to what could/should/might/must be done within the AIBC.

2. Alternate Dispute Resolution

As has been shared with membership, the AIBC's successful alternate dispute resolution system was derailed by a court decision which determined authority for any such mechanism must be set out in legislation. AIBC Council and staff have been working closely with the provincial government to bring about the minor amendment to the Architects Act that would allow consensual dispute resolution. This proposal is likely to proceed via a minister's omnibus bill, hopefully within months. This would allow the institute to reintroduce its effective process for resolving professional disputes that has worked well for everyone involved, is not as expensive as the full disciplinary process, requires less volunteer time, and is less forbidding to the public. Government appears to be supportive of the amendment to the act, is working closely with the AIBC staff, and is awaiting the best opportunity to put the amendment before the legislature.

3. Engagement of Members, Associates & Government

Over the last two years, council members have personally met with close to 500 members and associates from across the province. These small-scale gatherings have been cordial, collegial, very informative and quite insightful.

To be clear: engagement by council with members and associates was prompted by a backlash surrounding the earlier legislative renewal initiative, unfolding over many years. Many members felt left out of the decision-making process, and were feeling uninformed and disconnected. The subsequent engagement initiative has allowed members' views to be heard.

The vast majority of comments heard were, perhaps surprisingly, not so much against legislative renewal or the introduction of new categories of associates, but more concerned with the day-to-day challenges faced by the profession. Any questions about new associates were more focused on how this could be achieved fairly and effectively, and what the repercussions would be for the public, members and associates. It served to give council the interest and will to spend more energy and attention on those day-to-day concerns that are relevant to both the future of the profession and the public interest.

Based on the feedback received, the opportunities for frank, non-confrontational conversation in casual settings proved as rewarding for members and associates as it did for council. Those conversations also provided re-assurance that council is moving in the proper direction, one that remains centred on doing what is best in the public interest.

Members and associates were also invited to participate in an on-line survey, the results of which were published on the AIBC website. Some of the survey's emerging themes related to council's initiatives, namely the place of advocacy within a regulatory body, concerns around membership diversity, and enhanced communication.

Engagement also produced a much closer relationship with the provincial government, including a number of ministries other than the one that hosts our statute. As a regulator, the AIBC is answerable to the legislator. It is therefore useful to better understand government policies and priorities, and to keep the lines of communication open so that we may better influence change.

4. Broadly-experienced Foreign-trained Architect (BEFA): Competency-based Assessment

This past year, the 11 Canadian architectural regulators obtained a federal government grant to test and implement competency-based evaluation of foreign-trained architects. The evaluation "matrix", developed by the AIBC, has been adapted across Canada with implementation beginning in our province. This is an excellent example of the AIBC exhibiting leadership for the betterment of the profession, in the public interest and consistent with public policy.

5. Professional Identities / Designations / Competency-based Assessment

As promised last year, council carefully deliberated on just what to do with the "dot AIBC" designations developed previously for the various associate categories, which some felt would only create confusion for the public. These deliberations included the greater context of the proper place for any or all associates within the AIBC. Allow me to reiterate a few facts:¹

- The decision to create classes of associates is a lawful council prerogative mandated under section 40 of the *Architects Act*.
- Section 33 of the *Architects Act* calls for registration of associates.

¹ Summarized from briefing note to AIBC Council dated May 10, 2011.

- Council has already exercised its prerogative both to create classes of associates and to register them accordingly. Associate classes exist, and the institute has formally accepted registration into these classes.
- The decisions remaining before council concern new titles/designations and entry standards for these categories. Motions from the floor at the 2011 Annual Meeting that called for a stop to activities relating to associates, and for some classes of associates to be rescinded, were defeated by vote of membership.
- Council has instructed the Registration Board to admit associates on the basis of competency and/or credential assessment as determined by the Registration Board. It is a matter of good regulatory practice for council itself to adopt certification standards once they have been developed by the Registration Board.

Given these facts, and after significant consultation, the Registration Board has submitted recommendations to council that include new titles/designations for associates it believes will provide greater clarity to the public, along with stringent competency-based certification standards.

This is an important step forward for the institute. Council is grateful for the tremendous work performed by the Registration Board and the invaluable feedback provided by membership.

Summary

Of course, the work of council is work in progress, as it should be. Our world is not static. Public policies evolve, and as regulators for the public, we must be in synch with the evolution of public policies in order to remain relevant. Closer relations with government, engagement with membership, and cooperation with other self-regulatory bodies (both within the province and across the country), are essential if we are to effectively address changing realities and needs. To quote a colleague, “If we don’t like change, we’ll like even less being irrelevant.”

At least one concern does remain: dialogue from a few members directed at AIBC Council is not framed by the public interest. It bears repeating: the AIBC’s core mandate is to serve the best interests of the public. The AIBC is not and cannot be simply for the protection of architects. While the institute rightly supports the belief that a healthy profession is in the public interest, its primary obligations remain to the public.

This council, like previous councils, invites and encourages informed and passionate dialogue. Dissenting opinions are acceptable, even desirable, and to be expected. However, it needs to be within a mutually respectful environment. Council has been and continues to be committed to

avoiding destructive behavior and encouraging collaboration with all stakeholders to build a better future for all.

AIBC Council has gone to great lengths to educate and involve members, and to build consensus. The past two years of engagement and dialogue has left me convinced that the directions undertaken by council are well-founded and widely supported by membership.

On A Personal Note

My two years as AIBC President have been particularly rewarding, and I am indebted to you all for the opportunity to serve. I have been greeted with open arms by so many of you, and you have expressed your appreciation for the volunteer work of council.

I am also indebted to all AIBC staff members for their patience and commitment, with a special thank you to Executive Director Michael Ernest for his devotion to the institute.

I reserve my last expression of gratitude to my colleagues on AIBC Council; it is at your privilege that I chaired our meetings.

Du fond du coeur, je vous remerci.

Pierre E. Gallant, Architect MAIBC AAA FIRAC

AIBC Council President

Registrar's Report

I was appointed registrar by AIBC Council in May 2009 and am just completing my second year in the position. During the past five years I have been the chair of the Registration and Licensing Board and continue to serve in that capacity.

Over several years, the registration department has developed and refined the outcomes-based competency matrix. In August, 2009 Council ratified its use as an evaluation standard for foreign trained architects and alternative qualifications applicants under sections 36 and 37 of the *Architects Act*. The AIBC has developed an online evaluation tool which permits the candidates to upload portfolio information for assessors to review. The AIBC continues to take the lead in establishing a national standard for the evaluation of BEFA (broadly experienced foreign trained) architects. The national regulators along with the RAIC were successful in obtaining a grant from the federal government to set up a national pilot project for BEFA candidates. In March the AIBC hosted representatives from each of the regulatory authorities in Canada for a training session. The schedule is to implement a Canada wide program within one year.

I am pleased to report the continued growth in AIBC membership. The number of MAIBC's increased 4.6% by December 2010 from 1624 to 1698. The Registration Board and Council continues annual visits to the University of British Columbia School of Architecture and British Columbia Institute of Technology, Architectural and Building Engineering Technology Program to introduce students to potential careers in architecture and architectural technology, and encourage them to take advantage of the free student membership offered by the AIBC. Membership in the Building Designer and Residential Designer categories of associates remains frozen pending approval of evaluation criteria by Council as well as resolution of titles & designations. At the direction of Council, the Board has proposed standards of competencies using the outcomes-based competency matrix and has suggested new designations and titles. This work has been carried out by the Associates Committee – appointed by Council and reporting to the Registration

Board. The analysis from this committee has formed the subject matter for a series of consultation sessions which will inform council's decision making.

The pass rate of the new version of the NCARB exams is increasing, however is still not at a level common with the old exams. The alternative exam – the Examination for Architects in Canada (ExAC) - is now up and running in the other jurisdiction in Canada. Council and the Registration Board are strong supporters of the reciprocity agreements in place between Canadian Provinces as well as between Canada and USA and will continue to monitor the success of the ExAC and recognize it for reciprocity purposes. Decisions about whether or when to adopt ExAC in BC are under active consideration.

There were 115 new MAIBC's in 2010, more than 50% of whom were registered through reciprocity or inter-recognition agreements with Canadian and U.S. jurisdictions. The remainder is those who became registered architects for the first time. The numbers of firms increased significantly up from 777 in 2009 to 814 in 2010. The number of registrations from the Intern Architect pool was 38 this year, down slightly from the year before. The Board and Registration Department works extremely hard in assisting our interns along the path towards full registration and looks forward to ever increasing numbers of newly minted architects from the intern architect program.

Detailed figures for newly-registered MAIBCs are as follows:

- 38 through the Intern Architect Program
- 30 through reciprocity (Canadian)
- 33 through inter-recognition (U.S.)
- 14 through alternative qualifications

The following is a detailed representation of the AIBC register as of year-end:

AIBC Register	31-Dec	31-Dec	31-Dec	31-Dec	15-Dec	Difference
	2006	2007	2008	2009	2010	Dec. 09 vs. Dec. 10
INDIVIDUALS						
Registered Members	1,411	1,471	1,553	1,624	1,698	4.6%
Honorary Members	26	27	26	26	26	0.0%
Previously Registered Members	75	74	74	64	60	-6.3%
Retired Architects	125	128	132	134	141	5.2%
Intern Architects	467	492	494	487	487	0.0%
Intern Technologists	19	34	36	42	40	-4.8%
Architectural Technologists	55	64	78	82	80	-2.4%
Architectural Graduates	19	20	23	25	20	-20.0%
Building Designers	-	-	40	37	30	-18.9%
Residential Designers	-	-	37	35	34	-2.9%
Total of above Categories	2,197	2,310	2,493	2,556	2,616	2.3%
STUDENTS						
Student Associates - (Technologists)	70	151	133	243	113	-53.5%
Student Associates - (Architectural)	63	74	101	120	154	28.3%
Student Associates - (Syllabus Program)	42	48	55	54	53	-1.9%
Total students	175	273	289	417	320	-23.3%
AFFILIATES	23	23	26	28	29	3.6%
FIRMS (Active):						
Certificate of Practice - Corporations	314	328	352	375	406	8.3%
Certificate of Practice - Partnerships	53	50	56	53	56	5.7%
Certificate of Practice - Sole Proprietorships	352	357	342	345	348	0.9%
Certificate of Joint Practice	4	4	4	4	4	0.0%
Total Firms	723	739	754	777	814	4.8%
TEMPORARY LICENCES	53	55	67	51	37	-27.5%
INACTIVE FIRMS	143	159	168	151	164	8.6%
TOTAL	3,314	3,559	3,797	3,980	3,980	0.0%

2010 Treasurer's Report

I am pleased to provide the following report as an overview of the AIBC's financial status at 2010 year-end and its financial performance over the past year, as well as an indication of the financial health of the organization for the future.

Fully audited financial statements of the institute's 2010 revenues, expenditures, assets and liabilities were provided to the executive director after which they were reviewed by the Financial Health Task Force (FHTF) and accepted by the president and treasurer. They were then shared with membership (both as hard copy and on the web site) six weeks prior to the 2011 annual meeting. The complete auditor's report is appended for information.

Framework

The 2009 Treasurer's Report included graphics to make the AIBC's audited financial statements more accessible and readily understood. That was well received and so is continued in the 2010 Treasurer's Report. It includes a representation of some trends from 2007 through 2011, comparisons to AIBC Council's approved 2010 and 2011 budgets together with charts depicting the distribution of 2010 gross revenues and service centre total costs by type, and costs of salaries/benefits compared to total expense and total revenues.

The annual budget is established and overseen by AIBC Council (which sets the levels of fees). Once approved, the budget is implemented and administered as an operational matter by AIBC staff under the leadership of the executive director who reports at each regular AIBC Council meeting in accordance and compliance with council's financial policies.

In addition, the AIBC has an active Financial Health Task Force that reports to AIBC Council. This task force is comprised of the AIBC Treasurer as elected by council (currently myself, a Lieutenant Governor appointee to council); Joan Hendriks MAIBC, an elected member of council; AIBC Executive Director Michael Ernest MAIBC; and Karen Morris CGA, Manager of Finance & Administration for the AIBC. This group functions as both a sounding board and compliance committee, but without authority to make decisions. The FHTF presents its findings and recommendations, both strategic and respecting due diligence, on matters placed before it to

AIBC Council for council to provide direction and make decisions when direction or decisions are required.

The AIBC continues to maintain excellent relations with its banker, investment broker and auditor. With respect to the prior fiscal year (matching the calendar year), I am pleased to report that all members' questions raised at the 2010 Annual Meeting regarding the 2009 financial statements were answered and posted on the AIBC web site, with positive feedback.

Financial Health

The institute's assets exceed its liabilities by \$3,577,113, indicating an improvement of \$216,173 over its 2009 year-end position, accruing from an excess of revenues over expenses in 2010.

The largest asset is the 49% portion ownership of 440 Cambie Street in Vancouver. The property as a whole is owned and operated by a strata council, and professionally managed by an experienced, independent property management company. The AIBC's portion is assessed (for property tax purposes) at \$4,015,900 and appraised (for insurance purposes) at \$4,794,650. I am pleased to advise that in October 2010, the mortgage on this property was retired.

The institute has a Contingency Reserve Fund (CRF) that can be drawn upon, if required, with the approval of AIBC Council. If this occurs, AIBC policy clearly requires that the fund be replenished by such operational surplus as may exist following satisfaction of all registrant programs and needs at the end of the fiscal year. In November 2010, the CRF was strengthened by a revised council policy (2.12) that further clarifies its purpose, sets a target fund balance, and heavily restricts the usage of the CRF. AIBC Council agreed to cap the CRF at \$350,000, and to place that money in a separate account.

At the time this decision was made, there was a balance of contingency reserve funds over and above \$350,000 which was returned (in 2011) to the operating fund to enable the resolution of unforeseen operating demands and necessary capital upgrades to the AIBC premises, fixtures, fittings, equipment and computer systems, in accordance with an operating and capital plan projected by staff, reviewed by the FHTF and approved by AIBC Council. No CRF monies were spent in 2010, and none are expected to be spent in 2011.

Financial Performance

Fiscally speaking, 2010 was a challenging year with reduced revenues from conference attendance, advertising revenue, and interest income. General revenues continued the trend of moderate increase seen over the last few years, reflecting a higher volume of registrations and certificates of practice. Service centre revenues, which comprise approximately 30% of total gross revenues, also showed a steady increase.

Minor variances within the service centres were, by and large, managed by reducing expenditures in areas where revenues were reduced (e.g. lower advertising commissions and fewer hard copy publications to address a decrease in advertising income).

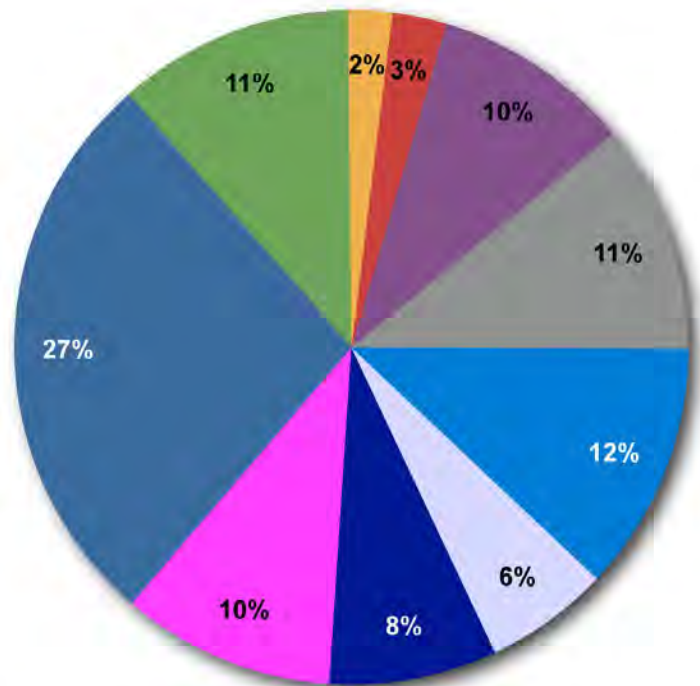
The following are some highlights for 2010, cross-referenced to schedules 1 - 12 within the audited statements:

- **Schedules 1 and 2, General**

Revenue: 2010 benefited from an increase in our membership and certificates of practice numbers and application/reinstatement fees, with a slight drop in temporary licence fees.

- **Schedule 3, Administration (net expenses):** Higher bank charges arose largely from increased online payments. While the balance of severance payments was in fact made in 2010, the expense was incurred and correctly accounted for in 2009 with only a few, small legal expenses realized in 2010. More effort was put into the audit in 2010, resulting in a higher-than-normal audit expense.

2010 Service Centres Total Costs Distribution



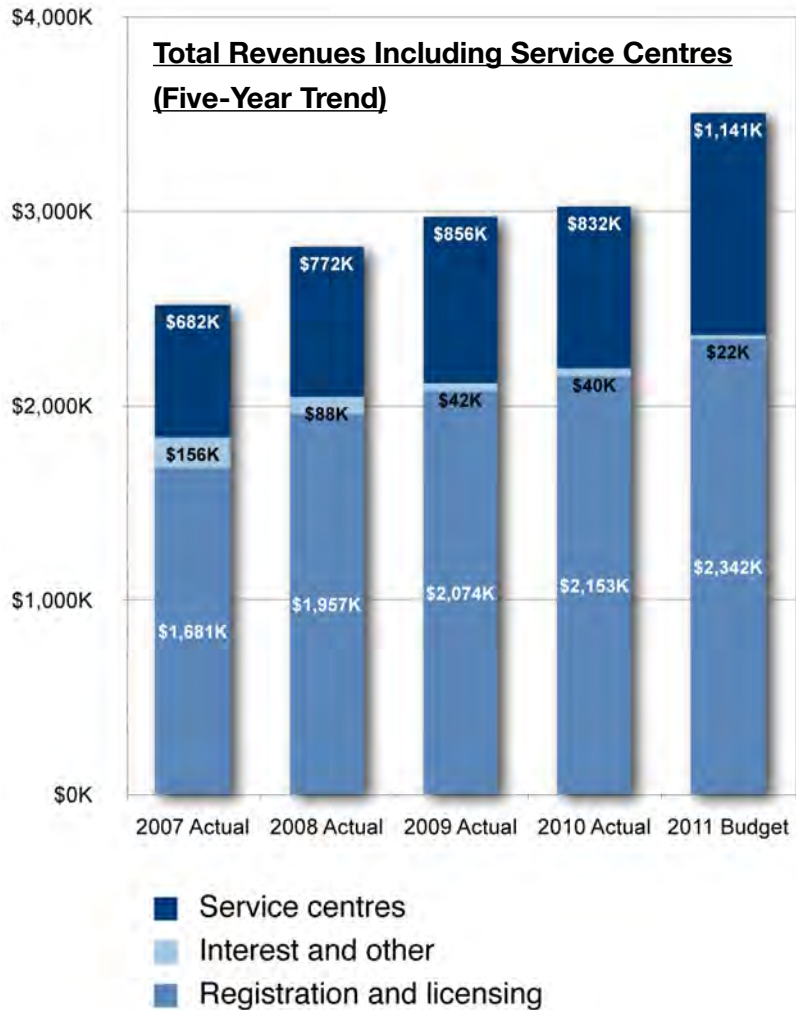
- Administration
- Premises
- Council
- National Meetings
- Communications
- Annual Meeting and Conference
- Registration & Licensing
- Professional Practice
- Professional Development
- Professional Conduct & Illegal Practice

- **Schedule 4, Premises (net expenses):** Lower rental income because a long-term tenant departed in 2009 and was not replaced in 2010. Mortgage loan was paid off in October 2010.
- **Schedule 5, Council:** 2010 council expenses were lower, partly due to an absence of member forums, legislative legal costs and severance-related costs. Council also accomplished more via electronic voting and was able to reduce meeting/travel expenses.
- **Schedule 6, National Meetings (net expenses):** As expected, expenses increased in 2010 but remained below budget.
- **Schedule 7, Communications (net expenses):** The downward trend continued with advertising revenue significantly reduced due to market conditions (reduction of spending by advertisers, lack of sponsors, etc.) This was partially offset by reductions in publication costs, assisted by larger amount of digital media and web-based information.
- **Schedule 8, Annual Conference & Meeting (net expenses):** Despite a weak business climate, conference revenues were up over the prior year. Expenses also increased accordingly. Annual meeting expenses for 2009 (prior year) were abnormally high due to unanticipated bylaw balloting.
- **Schedule 9, Registration & Licensing (net expenses):** An increase in staff resulted in increased salaries, in part offset by lower legal and program costs. Revenue increased, mainly from Foreign Trained Architect reviews.
- **Schedule 10, Practice:** Increased salaries and benefits arose from the hiring of a new part-time Practice Advisor. Practice Consultation Service uptake and associated costs were below budget.
- **Schedule 11, Professional Development (net expenses):** Course delivery costs remained stable. Severance related costs were nominal, and overall revenues increased.
- **Schedule 12, Conduct and Illegal Practice (net expenses):** Legal fees remained low due to management of files in-house and utilization of the AIBC's consensual resolution program, now discontinued pending revised legislation.

The institute's service centres, which typically run at some net expenditure, actually have embedded within their operations approximately \$832,000 in revenue to enable their programs, and benefits beyond the general revenue that comes largely from fees. This helped to keep those fees down to approximately 71% of total revenue in 2010. The fees for members (architects) represent approximately 67% of all fees (i.e. 48% of revenue), consistent with the most recent five-year pattern. The institute occasionally receives questions regarding relative revenues and costs.

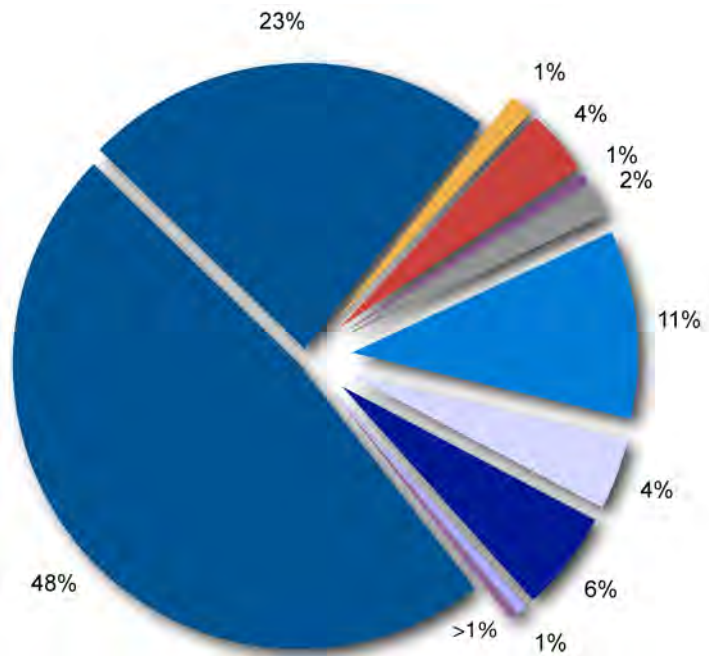
Such comparisons, while not necessarily strict indicators of success, are often interesting. Within this report you'll find these other graphic representations:

- 2010 Total Revenue Distribution
- 2010 Service Centres Total Costs Distribution
- Total Revenues Including Service Centres (Five-year trend)
- Registration & Licensing Fees (Five-year trend)
- Fee Revenues Distribution (Five-year trend)
- 2010 Salaries, Benefits & Contracts compared to Total Revenues and Total Expenses
- Budget Comparison 2010-2011

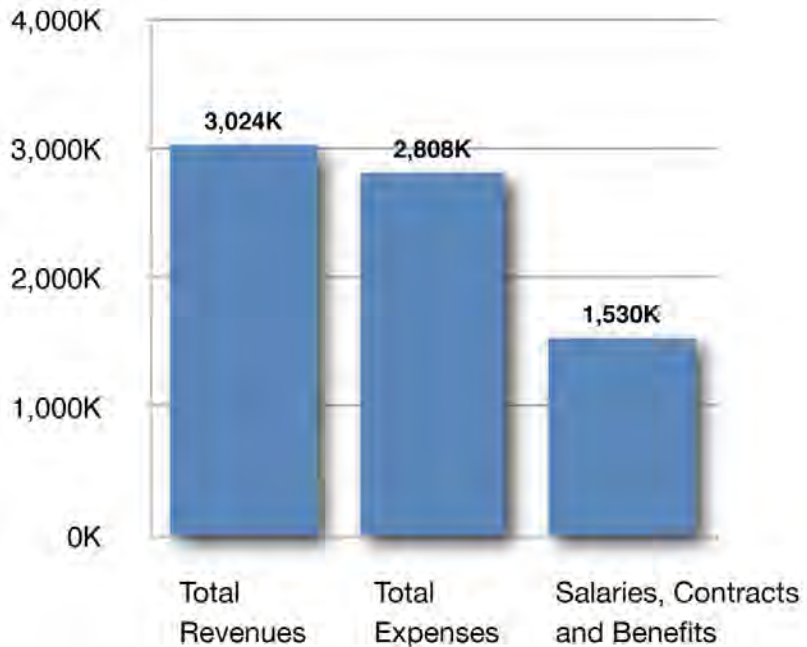


2010 Total Revenues Distribution

- Registration & Licensing, Members, \$1,447K
- Registration & Licensing, Non-Members, \$706K
- Interest and Other, \$40K
- Premises Rental, \$112K
- BEFA funding, CALA reimbursements, \$20K
- Magazine & Directory Advertising, \$55K
- Conference Registration & Sponsorship, \$321K
- Registration Reviews, Exams & Grants, \$122K
- PD Courses & CES Fines, \$171K
- Conduct Fines, \$17K
- Walking tour revenues, \$13K



AIBC Council policy calls for employee compensation and benefits to be fair and competitive, commensurate with organizations of like size, type and complexity. A recent FHTF study of independent salary/benefit surveys (requested by council) indicates that the AIBC's salary and benefit levels are in keeping with relevant industry patterns and the marketplace.



Financially Forward

The AIBC is an independent, not-for-profit regulator, operating under statutory mandate primarily in protecting the public interests by regulating the profession. The operational costs for a regulatory organization like the AIBC rarely decrease, regardless of the economic climate, and particularly so for an organization that must, by its legislated mandate, sustain core activities and fulfill fundamental obligations.

The AIBC operates in a business-like fashion, but has limited sources of revenue. Annual fees account for about 70% of overall revenue, a ratio that the staff and council are actively seeking to reduce. AIBC programs undergo stringent review, and reductions are made to bring about cost efficiencies.

2011 Budget

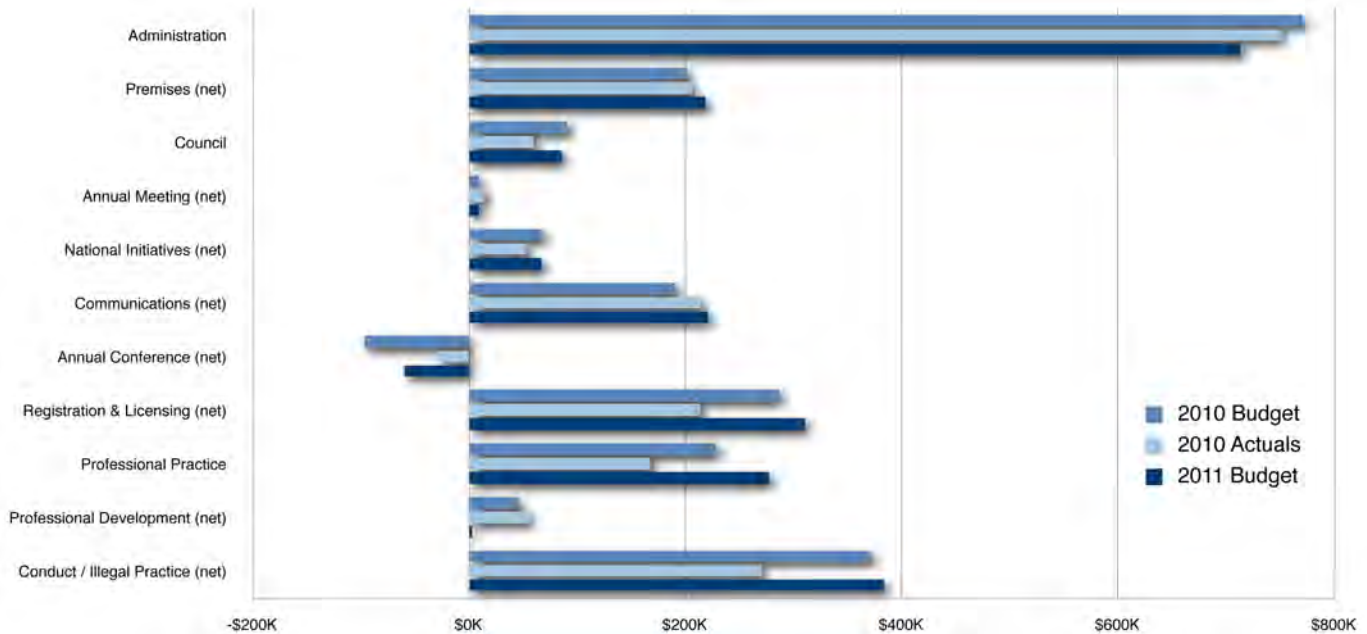
The AIBC's budget for 2011 (see following chart for both 2010 and 2011 budget summaries) was developed and presented to AIBC Council after serious review and consideration of the current, medium- and long-term requirements of the institute to meet its legislated mandate. This included a review of both operating and capital requirements (for both fixed and movable assets) as well as any risk items that may or may not occur. This responsible and prudent approach is meant to ensure the financial health of the AIBC.

The budget process also included a review of operational programs, processes and their revenues, as well as costs, to determine whether there are any efficiencies to be achieved without

compromising the institute's mandate, and the concomitant (if any) adjustments to membership fees needed to ensure the proper functional management and provision of services required to carry out that mandate.

	2010 Budget	2011 Budget
Revenue		
Fees	2,057,237	2,342,091
Interest	5,500	5,500
Other	15,500	15,500
Fines	1,000	1,000
	<u>2,079,237</u>	<u>2,364,091</u>
Service Centres		
Administration	770,528	713,092
Premises (net)	201,129	218,515
Council	90,750	85,400
Annual Meeting (net)	9,000	9,000
National Initiatives (net)	67,650	66,840
Communications (net)	191,046	221,030
Annual Conference (net)	(96,900)	(59,750)
Registration & Licensing (net)	286,686	310,227
Professional Practice	228,248	276,976
Professional Development (net)	45,291	2,848
Conduct / Illegal Practice (net)	371,391	383,699
	<u>2,164,819</u>	<u>2,227,877</u>
Surplus/(Deficit)	(85,582)	136,214
Contingency, severance agreement	90,000	
Net operating surplus	<u>4,418</u>	<u>136,214</u>
Capital Budget	-	150,000

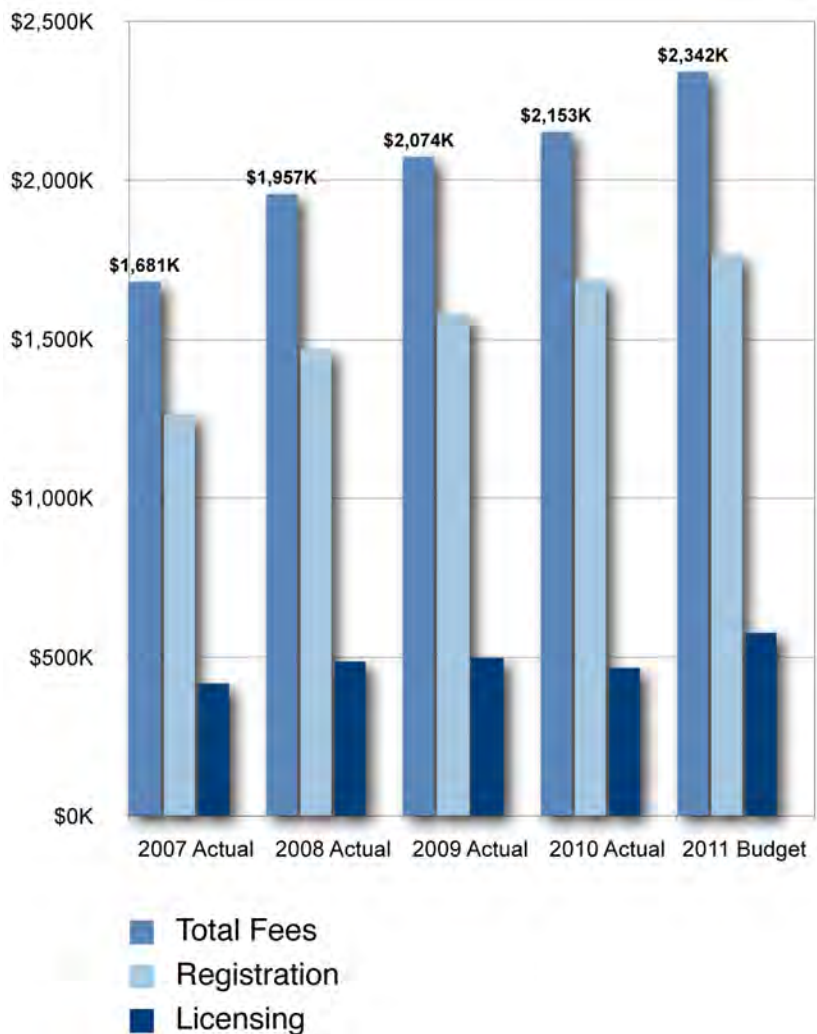
Budget Comparison 2010-2011



2011 Annual Fees

The budget process resulted in fee adjustments approved by AIBC Council and implemented for 2011, without which even the status quo for required services and programs would be at risk. The annual fee increase from 2010 to 2011 for each member and other category of registrant (except firms) was 1.9% to cover the corresponding increase in the Consumer Price Index. Each firm experienced a 10% increase (including 1.9% for CPI). This step was taken rather than putting in place a greater increase in annual fees for members, in some measure (especially in this first year of the Harmonized Sales Tax) recognizing the ability of firms to flow-through the related HST costs, which individual members are not able to do.

Registration and Licensing Fees (Five-Year Trend)



The actual monetary increases in annual fees from 2010 to 2011 are as follows:

- MAIBC: \$16
- Firm of 1 to 2 people: \$29
- Firm of 3 to 5 people: \$32
- Firm of 6 to 10 people: \$47
- Firm of 11 or more people: \$47 plus \$16 for each 5-person increment beyond 10. Thus for a firm of 100 people, the additional cost per year would be \$335.

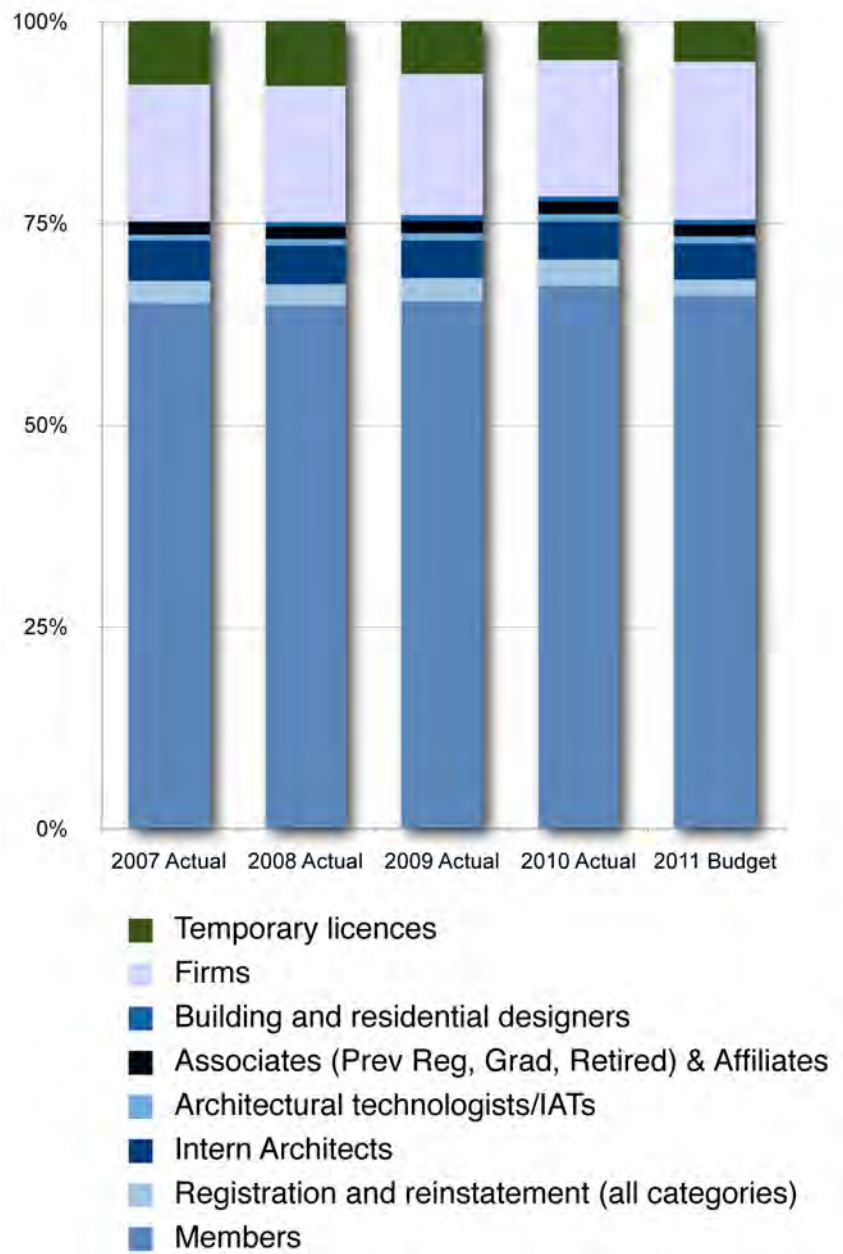
Some concern over the fee adjustments was expressed by a small number of AIBC members and firms, to which the FHTF responded by way of explanation. It should be noted that demand for the AIBC's services and programs exceeds its current capacity, requiring difficult choices to be made. Simply deferring a necessary annual fee increase would inevitably require larger changes at a later time, with a more severe impact. Annual fees are not comparable to, nor related to or dependent upon, professional fees for services rendered to clients.

For those many members in practice (the majority of the membership), the introduction of the HST in British Columbia has actually resulted in direct financial benefits to their practices. Previously, the Provincial Sales Tax was treated as a non-recoverable business expense (i.e. a tax paid on the costs of purchased goods). As such, architects did not charge PST on

their services. With the advent of the HST, the previously embedded 7% PST is now returned to architectural firms as part of the 12% HST input credit on those purchased goods or services.

I consider the fee increases to be modest, reasonable, and necessary for the long-term financial health of the AIBC.

Fee Revenues Distribution (Five-Year Trend)



2011 Budget Highlights

At its November 2010 meeting, AIBC Council approved the institute's budget for 2011. The following are some highlights reflected in that budget, including changes to previous patterns. This budget continues the established approach of planning for cautious and conservative growth while not relying on revenue that is outside the control of the AIBC.

1. Effectively it is a zero-based budget. Any surplus earned this year will be used for capital upgrades to the AIBC premises, fixtures, fittings and equipment, and other items approved by AIBC Council in accordance with the capital plan projected by staff.
2. Expenses for the 2011 AIBC Annual Conference are expected to be significantly higher due its broader scope in to the collaboration with Architecture Canada | RAIC. This collaboration is also expected to generate a significant increase in conference attendance, thereby offsetting the higher costs.
3. National initiatives: the Canadian Architectural Licensing Authorities (CALA), Canadian Architectural Certification Board (CACB), Broadly Experienced Foreign Architect (BEFA) program and Royal Architectural Institute of Canada roundtable receive constructive attention from both council and staff members. CACB assessment is set at \$23/member across Canada.
4. General revenue scope is chiefly under AIBC control; balance of fees and fines are allocated within departments because their realization is a function of members' success related to specific programs and services.
5. Legal costs reflect maximized internal application of the institute's General Counsel, Director of Professional Conduct / Illegal Practice, and paralegal support. Some budgetary exposure exists as a result of *Salway v. The Association of Professional Engineers and Geoscientists of British Columbia*, a recent B.C. Court of Appeal judgment that curtails the institute's successful consensual resolution process. Some allowance has been budgeted as a result.
6. There is no allocation for Architects Act review or related external legal costs. AIBC Council's primary focus remains on member consultation. The provincial government has indicated it has no interest in statute renewal in 2011.
7. Interest on investments is expected to remain consistent with the previous year.
8. AIBC Council is committed to holding more engagement sessions with membership and government throughout the year.

The 2011 budget reflects the priorities set by council to maintain the institute in a secure financial position, and to carry out engagement strategies identified as a council priority in 2011. This

budget has been designed to service most existing programs while meeting operational plans and permitting each department, board, committee and task force to function effectively. It also reflects the work-plan development of the institute's team of directors, which is focused on the AIBC's regulatory mandate and activities that support the profession's success in the public interest.

Respectfully submitted,

Timothy J. Spiegel, B.Sc. (QS), PQS, MRICS

Treasurer/ Lieutenant Governor Appointee to AIBC Council

ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

Vancouver, B.C.

FINANCIAL STATEMENTS

December 31, 2010



INDEPENDENT AUDITOR'S REPORT

To the Members and Associates of the Architectural Institute of British Columbia:

We have audited the accompanying financial statements of the Architectural Institute of British Columbia, which comprise the statement of financial position as at December 31, 2010, and the statements of fund operations and changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Architectural Institute of British Columbia as at December 31, 2010, and its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

"Wolrige Mahon LLP"

CHARTERED ACCOUNTANTS

Vancouver, B.C.
April 5, 2011

ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

STATEMENT OF FINANCIAL POSITION

December 31, 2010

	2010	2009
	\$	\$
Assets		
Current		
Cash and short-term investments	1,173,180	761,360
Receivables	76,820	95,978
Supplies, at cost	26,868	28,577
Prepaid expenses	51,168	94,619
	<u>1,328,036</u>	<u>980,534</u>
Deferred charges (Note 5)	9,500	12,786
Property and equipment (Note 6)	2,701,386	2,798,951
	<u>4,038,922</u>	<u>3,792,271</u>
Liabilities		
Current		
Payables and accruals	89,489	217,580
Deferred revenue	372,320	79,808
Fixed rate business term loan (Note 7)	-	133,943
	<u>461,809</u>	<u>431,331</u>
Fund Balances		
Operating Fund	2,983,528	2,767,355
Contingency Reserve Fund	593,585	593,585
Term Loan Repayment Fund	-	-
	<u>3,577,113</u>	<u>3,360,940</u>
	<u>4,038,922</u>	<u>3,792,271</u>

Approved on behalf of the Council:



Pierre Gallant, MAIBC
President



Tim Spiegel, PQS, MRICS
Treasurer

ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

STATEMENT OF OPERATING FUND OPERATIONS AND CHANGES IN FUND BALANCES

For the year ended December 31, 2010

	SCHEDULE	2010 \$	2009 \$
General revenues			
Fees	1	2,152,670	2,091,381
Interest and other	2	39,700	24,686
		<u>2,192,370</u>	<u>2,116,067</u>
Service centres (expenditures, net where noted)			
Administration (net)	3	750,173	916,020
Premises (net)	4	206,132	168,262
Council	5	59,585	127,703
National meetings (net)	6	53,491	18,667
Communications (net)	7	214,260	199,427
Annual meeting and conference (net)	8	(14,146)	15,574
Registration & licensing (net)	9	213,557	227,979
Practice	10	167,740	160,928
Professional development (net)	11	55,020	133,707
Conduct & illegal practice (net)	12	270,385	254,215
		<u>1,976,197</u>	<u>2,222,482</u>
Excess (deficiency) of revenues over expenditures		216,173	(106,415)
Fund Balance, Beginning		2,767,355	2,667,355
Transferred from Contingency Reserve Fund		-	106,415
Transferred from Term Loan Repayment Fund		-	100,000
Fund Balance, Ending		2,983,528	2,767,355

ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

STATEMENT OF CONTINGENCY RESERVE FUND OPERATIONS AND CHANGES IN FUND BALANCES

For the year ended December 31, 2010

	2010	2009
	\$	\$
Fund Balance, Beginning	593,585	700,000
Transferred to Operating Fund	-	(106,415)
Fund Balance, Ending	593,585	593,585

STATEMENT OF TERM LOAN REPAYMENT FUND OPERATIONS AND CHANGES IN FUND BALANCES

For the year ended December 31, 2010

	2010	2009
	\$	\$
Fund Balance, Beginning	-	100,000
Transferred to Operating Fund	-	(100,000)
Fund Balance, Ending	-	-

ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

STATEMENT OF CASH FLOWS

For the year ended December 31, 2010

	2010	2009
	\$	\$
Cash flows related to operating activities		
Cash receipts from members	3,214,407	2,675,961
Cash receipts from tenants	111,916	158,513
Cash paid to suppliers and employees	(2,765,876)	(2,740,601)
Interest received	9,522	6,012
Interest paid	(1,304)	(11,486)
	<u>568,665</u>	<u>88,399</u>
Cash flows related to investing activities		
Investment in property and equipment	(22,902)	(68,435)
Advances to Architecture Foundation of British Columbia	-	(836)
	<u>(22,902)</u>	<u>(69,271)</u>
Cash flows related to financing activities		
Repayment of fixed rate business term loan	(133,943)	(229,668)
	<u>(133,943)</u>	<u>(229,668)</u>
Net increase (decrease) in cash	411,820	(210,540)
Cash, beginning	761,360	971,900
	<u>1,173,180</u>	<u>761,360</u>
Cash, ending	1,173,180	761,360
Cash represented by:		
Cash on hand and balances with banks	326,654	24,325
Term deposits	846,526	737,035
	<u>1,173,180</u>	<u>761,360</u>

ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

NOTES

For the year ended December 31, 2010

Note 1 General

The Architectural Institute of British Columbia is a self-governing professional body. The Institute was incorporated under the Friendly Societies Act in 1914 and continued under the Architects Act of British Columbia in 1920. The Institute provides regulation, education and other services to the public, its members and other registrants. The Institute is exempt from income tax under Section 149 of the *Income Tax Act*.

Note 2 Significant Accounting Policies

Fund Accounting

The Institute follows fund accounting procedures, thus giving recognition to Council's restrictions on the use of resources. The fund classifications are as follows:

Operating Fund	- used for general revenues and expenditures
Contingency Reserve Fund	- used to provide for unanticipated and emergency financial requirements
Term Loan Repayment Fund	- used to provide for the repayment of the term loan

Financial Assets and Financial Liabilities

The Institute accounts for its financial instruments in accordance with Section 3855 of the Canadian Institute of Chartered Accountants (CICA) Handbook, Financial Instruments - Recognition and Measurement. This section requires all financial instruments to be classified into one of the following five categories: held for trading, held-to-maturity investments, loans and receivables, available-for-sale financial assets or other financial liabilities. All financial instruments are measured at fair value except for loans and receivables, held-to-maturity investments and other financial liabilities, which are measured at amortized cost. This section also specifies how financial instrument gains and losses arising from changes in fair value are to be recognized. Depending on the financial instrument's classification, changes in fair value are either recognized in net income or directly in members' equity.

The Institute has chosen to continue to apply CICA Section 3861, Financial Instruments Disclosure and Presentation rather than apply Section 3862, Financial Instruments Disclosure, and Section 3863, Financial Instruments Presentation, as allowed by Canadian generally accepted accounting standards for not-for-profit organizations.

The Institute has designated its financial instruments as follows:

Cash and short-term investments are designated as held for trading and are measured at fair value.

Receivables are classified as loans and receivables. After their initial recognition at fair value these instruments are measured at amortized cost, which for the Institute generally corresponds to cost.

Payables and accruals are classified as other financial liabilities. After their initial recognition at fair value these instruments are measured at amortized cost, which for the Institute generally corresponds to cost.

ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

NOTES

For the year ended December 31, 2010

Note 2 Significant Accounting Policies (continued)

Property and Equipment

Property and equipment is recorded at cost and amortized using the straight-line method over the following estimated useful lives of the assets:

Building	-	40 years
Office furniture	-	10 years
Office equipment	-	5 years
Computer equipment	-	3 years
Computer software	-	3 years

Deferred Charges

Deferred charges include lease commissions, which are being amortized on a straight-line basis over the terms of the related lease.

Donated Goods and Services

The Institute and its members benefit from donated goods and services. Donated goods and services are not recognized in these financial statements.

Revenue Recognition

Revenue from course and examination fees and from other programs where revenue is identified with delivery of services is recognized when the courses, examinations and other services are presented. Course and examination fees invoiced but not yet presented are recorded as deferred revenue.

Other amounts charged for member, associate and firm fees are recognized as revenue in the year to which they apply. Fees collected in advance that relate to the next fiscal year are recorded as deferred revenue.

Settlement payments and fines are recognized when their collection is assured and all of the Institute's internal processes and any known external appeals are complete.

Rental, interest and other revenue are recorded when earned.

Use of Estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

NOTES

For the year ended December 31, 2010

Note 3 Financial Instruments

Financial Instruments

The Institute's financial instruments include cash and short-term investments, receivables and payables and accruals. It is management's opinion that the Institute is not exposed to significant currency risk or interest rate risk arising from its financial instruments.

Credit Risk

The Institute is exposed to credit risk with respect to its receivables. Management regularly monitors the credit worthiness of its debtors and believes it has adequately provided for any exposure to potential credit loss.

Fair Values

Unless otherwise stated, the fair values of these financial instruments approximate their carrying values.

Note 4 Capital Disclosures

The Institute considers its capital structure to consist of operating, contingency reserve, and term loan repayment fund capital totalling \$3,577,113, as detailed in the statement of financial position.

The Institute's objectives when managing its capital are to safeguard the Institute's ability to continue as a financially viable organization and to serve the needs of the public and the Institute's registrants.

In order to facilitate management of its capital requirements, the Institute prepares annual budgets which are approved by the Institute's Council.

Note 5 Deferred Charges

	2010 \$	2009 \$
Deferred lease commissions	16,073	16,073
Accumulated amortization	(6,573)	(3,287)
	<u>9,500</u>	<u>12,786</u>

ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

NOTES

For the year ended December 31, 2010

Note 6 Property & Equipment

	2010	2010	2009
	Cost	Accumulated	Net
	\$	Amortization	Net
	\$	\$	\$
Land	815,720	-	815,720
Building	2,615,830	806,169	1,881,630
Office furniture	118,279	100,313	21,353
Office equipment	36,148	33,430	2,138
Computer equipment	155,059	139,988	18,501
Computer software	117,957	77,707	59,609
	<u>3,858,993</u>	<u>1,157,607</u>	<u>2,798,951</u>

Note 7 Bank Loans

	2010	2009
	\$	\$
Royal Bank of Canada		
Fixed rate business term loan - repaid during the year	-	133,943

The Institute has a demand operating line of credit of \$450,000 available to it, which bears interest at Royal Bank prime plus 1% per annum. As at December 31, 2010, no amounts are drawn on this line of credit.

The loans are secured by:

- General Security Agreement having a first charge on all the Institute's assets.
- Collateral first mortgage including an assignment of rent in the amount of \$700,000 covering Strata Lots 17 and 18, 440 Cambie Street, Vancouver, B.C.

Note 8 Subsequent Events

Council has approved (November 9, 2010) a reduction in the Contingency Reserve Fund to \$350,000. Council has also approved (January 11, 2011) a transfer from the Contingency Reserve Fund to the Operating Fund of \$243,585 will be made subsequent to year end.

Note 9 Comparative Figures

Certain 2009 comparative figures have been reclassified to conform with the financial statement presentation adopted for 2010.

ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

SCHEDULE OF REVENUE AND EXPENDITURES

For the year ended December 31, 2010

	2010	2009
	\$	\$
Schedule 1		
FEES REVENUE		
Members	1,447,043	1,371,959
Associates	131,009	124,057
Affiliates	4,024	3,558
Architectural technologists/IATs	19,954	18,910
Firms	362,848	362,351
Temporary licences	104,263	135,858
Registration and reinstatement	69,797	59,648
Building and residential designers	13,732	15,040
	<u>2,152,670</u>	<u>2,091,381</u>
Schedule 2		
INTEREST AND OTHER REVENUE		
Documents, signs and seals	18,648	9,746
Interest	9,522	6,012
Other	11,530	8,928
	<u>39,700</u>	<u>24,686</u>
Schedule 3		
ADMINISTRATION (NET)		
Salaries, contracts, and benefits	468,070	487,253
Severance	1,774	196,568
Operating costs	268,255	225,416
Accounting and audit	25,542	17,583
	<u>763,641</u>	<u>926,820</u>
Less: revenue	<u>(13,468)</u>	<u>(10,800)</u>
	<u>750,173</u>	<u>916,020</u>
Schedule 4		
PREMISES (NET)		
Premises	197,581	215,570
Amortization	120,467	111,205
	<u>318,048</u>	<u>326,775</u>
Less: revenue	<u>(111,916)</u>	<u>(158,513)</u>
	<u>206,132</u>	<u>168,262</u>

ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

SCHEDULE OF REVENUE AND EXPENDITURES

For the year ended December 31, 2010

	ACTUAL	ACTUAL
	2010	2009
	\$	\$
Schedule 5		
COUNCIL		
Council and president	17,956	57,311
Other	41,629	70,392
	<u>59,585</u>	<u>127,703</u>
Schedule 6		
NATIONAL MEETINGS (NET)		
Annual assessment	40,243	34,246
Salaries, contracts, and benefits	3,207	1,876
Travel, administration	29,590	10,267
	<u>73,040</u>	<u>46,389</u>
Less: revenue	<u>(19,549)</u>	<u>(27,722)</u>
	<u>53,491</u>	<u>18,667</u>
Schedule 7		
COMMUNICATIONS (NET)		
Communications programs, committees, events, administration	19,678	22,593
Publications, multimedia, newsletters	60,748	102,989
Salaries, contracts, and benefits	188,579	183,954
	<u>269,005</u>	<u>309,536</u>
Less: revenue	<u>(54,745)</u>	<u>(110,109)</u>
	<u>214,260</u>	<u>199,427</u>
Schedule 8		
ANNUAL MEETING AND CONFERENCE (NET)		
Annual conference	290,756	257,365
Annual meeting	16,459	54,362
	<u>307,215</u>	<u>311,727</u>
Less: revenue	<u>(321,361)</u>	<u>(296,153)</u>
	<u>(14,146)</u>	<u>15,574</u>

ARCHITECTURAL INSTITUTE OF BRITISH COLUMBIA

SCHEDULE OF REVENUE AND EXPENDITURES

For the year ended December 31, 2010

	2010	2009
	\$	\$
Schedule 9		
REGISTRATION & LICENSING (NET)		
Salaries, contracts, and benefits	284,762	254,374
Legal	468	3,039
Program, committees, administration	50,283	69,158
	<u>335,513</u>	<u>326,571</u>
Less: revenue	(121,956)	(98,592)
	<u>213,557</u>	<u>227,979</u>
Schedule 10		
PRACTICE		
Salaries, contracts, and benefits	157,923	138,310
Programs, committees, administration	9,817	22,618
	<u>167,740</u>	<u>160,928</u>
Schedule 11		
PROFESSIONAL DEVELOPMENT (NET)		
PD course expenses	47,379	48,604
Salaries, contracts, and benefits	170,200	176,459
Severance	1,647	57,826
Programs, committees, administration	7,104	7,773
	<u>226,330</u>	<u>290,662</u>
Less: revenue	(171,310)	(156,955)
	<u>55,020</u>	<u>133,707</u>
Schedule 12		
CONDUCT & ILLEGAL PRACTICE (NET)		
Salaries, contracts, and benefits	257,112	233,632
Legal (Illegal practice)	10	16
Programs, committees, administration	30,763	29,567
	<u>287,885</u>	<u>263,215</u>
Less: revenue	(17,500)	(9,000)
	<u>270,385</u>	<u>254,215</u>

Executive Director's Report

We have real challenges to tackle together. The privilege of being a self-regulating profession, not available to our neighbouring colleagues south of the 49th parallel, presents both obligation and opportunity. When we are constructive and mutually supportive, we succeed.

An Operational Perspective

The extent to which our operation is successful is a function of a governing council that focuses on making informed policy decisions; a capable, committed staff working in a positive culture; and a contributing community that understands what we represent, values what we do, and pushes us to be better.

The AIBC's scope of endeavours spans a broad spectrum. At one end, there are basic things that must be done in order to fulfill our regulatory mandate. At the other end, there are programs and services that, while nice to do, are not mandatory. Limited resources entail difficult choices underpinned by statutory and bylaw requirements, buoyed by council policies, and which reflect the interests of both the public and AIBC membership.

While the debate over "regulation vs advocacy" is a rich one, it's not terribly helpful from an operational perspective. Much of what we do at the AIBC is both regulatory and supportive of the profession. For example, Bylaw 28 addresses such aspects of practice as copyright of drawings; terms and conditions of engagement; and forms of client/architect agreement. These are regulatory matters, but ones that impact both the strength and public opinion of the profession.

Operationally, I find these difficult decisions about where to direct our finite resources benefits from asking two simple questions:

- Does it serve the public interest? (the regulatory question); and
- Does it serve the profession at large? (the supportive question)

The connective tissue in all this is a fundamental belief that a healthy and successful profession is in the public interest.

As is understood within the architectural profession, success only comes through efforts that are well-coordinated. Increasingly, it calls for an integrated and consultative approach to the directions we take and initiatives we tackle, along with a willingness to make tough decisions.

2010 in Review

Please find below a number of operational highlights for the past year. It is not an exhaustive list, but one that is indicative of our operational spectrum.

- Aided by the introduction of a new part-time position, the institute saw an increase in practice queries handled as well as a decrease in response times.
- Many queries concerned RFPs and related terms of engagement, indicating an area requiring further attention in 2011. The ability to help resolve difficult situations to the mutual benefit of all parties, in both the private and public sector, is a worthwhile outcome of this resource.
- The institute's Continuing Education System further developed policies regarding interprovincial reciprocity such that an MAIBC who is resident of and registered in another province, and who is CES-compliant in that province, is also deemed CES-compliant in B.C. The pending release of Bulletin 81 will further outline implementation provisions.
- The AIBC's Professional Conduct & Illegal Practice Department handled 119 potential conduct complaints in 2010. Sixteen evolved to become formal complaints of unprofessional conduct and were investigated, with four resulting in recommendations of charges. The past year also saw an increase in concerns (not always manifested in formal complaints) related to the proper use of B.C. Building Code letters of assurance; provision of services prior to being retained; inadequate client/architect agreements; and failure to provide the mandatory insurance-status notification. Of particular concern was the increasing number of instances of misrepresentation by intern architects, deliberate or otherwise.
- A total of 113 illegal practice enquiries were received this past year (up from 96 in 2009). Of those, 51 were either unsubstantiated or quickly resolved while 54 called for further investigation. Of those, 29 resulted from alleged misrepresentation of the word "architect" or derivative terms with another 25 for alleged illegal practice of architecture. Seven undertakings were received from non-architects. No fines were levied.
- The AIBC was instrumental in the development and publication of revised letters of assurance, including a new guide to those documents. The institute, in collaboration

with the Association of Professional Engineers and Geoscientists of British Columbia and the provincial government, was also involved in an education program related to these new standards.

- Our ground-breaking Broadly Educated Foreign Architect (BEFA) program continues to set new standards. This initiative, which puts in place competency-based assessment of qualifications for entry to the profession, is now imbued as a federally-funded national pilot project led by the AIBC, and extends to training assessors from across Canada.
- The institute increased its government relations efforts at both the provincial and municipal levels. Significant progress was made respecting necessary change to the Architects Act that would enable the re-introduction of consensual resolution for disciplinary cases.
- The AIBC provided a comprehensive response to the provincial government's set of proposed amendments to its Limitations Act, especially relative to the statutory liability trigger point, period of exposure, and expiry under variable conditions.
- While there was some decline in attendance and sponsorship related to the economic downturn, the 2010 AIBC Annual Conference was well-attended and provided excellent opportunities to hundreds of members and associates for professional development and networking.
- A record number of submissions were received for the 2010 AIBC Annual Awards Program, judged by a multi-disciplinary jury with successful, published results.
- Increasingly, electronic media became the institute's preferred means of communication, with positive results for both information flow and economic bottom line.
- Architectural walking tours were again conducted in both Vancouver and Victoria, along with a related research project in Penticton, during the summer months. This annual program is a popular and effective means of public outreach.
- The Architects in Schools program did not operate in 2010. It is hoped the program can return to active status in the future, given appropriate resources and volunteer commitment.
- The Intern Architect Program continued to provide an extensive range of supports to future members while also working at the national level to improve the transition process for would-be architects across the country.

- Uptake on the free Practice Consultation Service remains disconcertingly low despite the endorsement of those architectural firms that have previously availed themselves of this review by experienced practitioners.
- AIBC representatives played active roles in the profession's outreach initiatives, including south of the border with the National Council of Architectural Registration Boards and American Institute of Architects, as well as joint efforts with our Mexican counterparts and the Asia Pacific Economic Communities respecting inter-recognition of licensing and practice along with enhanced mobility and trade opportunities

One thing evident in this summary is the growing leadership role played by the AIBC, both provincially and at the national/ international levels. Increasingly the institute is being looked to within the industry for our experience and energy. It's an accurate reflection of AIBC staff members who, with the support of a large, hardworking core of volunteers, remain committed to doing the right thing for the right reasons, for the shared benefit of the public and the profession.

Respectfully submitted;

Michael A. Ernest MAIBC

Executive Director