

**EXECUTIVE DIRECTOR'S REPORT**  
**2020**  
**Brian Maloney, OLS**

The Executive Director is the senior staff officer of the Association, responsible to the President and Council of the Association. In addition to formal roles as Secretary to Council and Treasurer of the Association, the Executive Director implements decisions of Council, promotes the welfare and image of the Association, promotes liaison between all segments of the Association and other organizations, government bodies and the public and ensures the efficient day-to-day operation of the Association offices.

This report will cover the period from January 1<sup>st</sup>, 2020 to December 31<sup>st</sup>, 2020 under the general headings of Staff, Administration, Strategic Planning, Membership, Government Relations and Public Relations.

**Staff**

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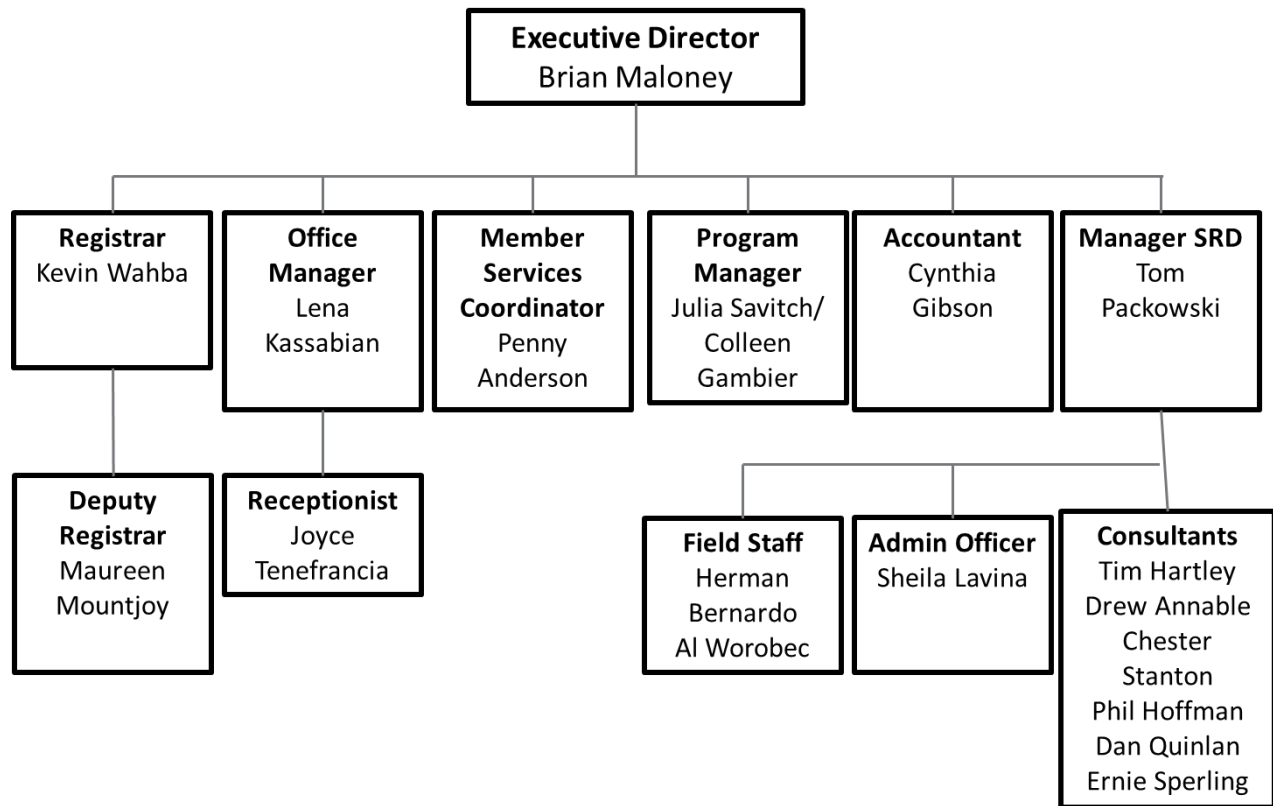
The Association's staff complement for 2019 included a total of 12 staff members (including 5 Ontario Land Surveyors). In addition, we had 5 Ontario Land Surveyors on contract to assist the Survey Review Department (SRD) with the Peer Review Program.

During 2020 there were no changes to the executive staff complement. Our Program Manager, Julia Savitch, was blessed with a new child and was off on maternity leave for the later part of the year. Colleen Gambier is filling in during her leave.

The complete staff list at the end of 2019 is as follows:

<i>Brian Maloney, OLS</i>	<i><b>Executive Director</b></i>
<i>Kevin Wahba, OLS</i>	<i><b>Registrar</b></i>
<i>Maureen Mountjoy, OLS</i>	<i><b>Deputy Registrar</b></i>
<i>Lena Kassabian</i>	<i><b>Office Manager</b></i>
<i>Julia Savitch/Colleen Gambier</i>	<i><b>Program Manager</b></i>
<i>Penny Anderson</i>	<i><b>Member Services Coordinator and Webmaster</b></i>
<i>Joyce Tenefrancia</i>	<i><b>Administrative Officer</b></i>
<i>Cynthia Gibson</i>	<i><b>Bookkeeper / Accountant / Controller</b></i>
<i>Tom Packowski, OLS</i>	<i><b>Survey Review – Manager</b></i>
<i>Al Worobec, OLS</i>	<i><b>Survey Review – Field Survey Examiner</b></i>
<i>Sheila Lavina</i>	<i><b>Survey Review – Administration Officer</b></i>
<i>Herman Bernardo</i>	<i><b>Survey Review – Survey Review Department Examiner Assistant</b></i>

# Association of Ontario Land Surveyors Organization Chart



The following provides a brief background of staff members.

**Brian Maloney** joined the AOLS as **Executive Director** in February 2019, just prior to the Annual General Meeting. He was the owner and operator of Fiducial Points Consulting, which he operated for five years. He retired from the Ontario Ministry of Natural Resources (OMNR) seven years ago, where his last position was Acting Assistant Deputy Minister, Corporate Management and Information Division. In his previous role as Director, Mapping and Information Resources Branch, he was responsible for setting direction for information management and the geographic information program for OMNR and Ontario. As such, he led the development of an Information Management Strategy and implementation plan for OMNR and also led an initiative which defined information management roles for the Ontario Public Service. Brian completed major information components of Ontario's Land Information Infrastructure (policy, technology, and major data components such as the Ontario Parcel and the Ontario Road Network). He also brokered many cost and information sharing agreements with private sector, government and non-government organizations to leverage capacity to deliver information services and products and provided national leadership through a variety of federal and national committees. He is a former Surveyor General Ontario and a past-president of the AOLS. He holds an Honours B.Sc. with a Specialist in Survey Science from University of Toronto.

**Kevin Wahba** joined the AOLS as **Registrar** in January 2019. He is a graduate of York University with a Bachelor of Engineering (Geomatics Stream). He also holds a Bachelor of Laws from Dundee University in Scotland. As well as being an Ontario Land Surveyor, he is also registered as a lawyer with the Law Society of Ontario, which is a real asset to the AOLS. He has lectured in the survey law courses at York University and has practiced both as a lawyer and surveyor. He is responsible for delivering on the many statutory provisions included in the Surveyors Act.

His principal duties include supporting the Academic and Experience Requirements Committee and the Complaints Committee by preparing their agendas and minutes and ensuring that all correspondence emanating from these committees is processed expeditiously.

During 2020 Kevin supported the AERC with processing academic evaluations and articling applications as well as assisting with examinations, the annual lecture course, and presiding over the Convocation Lunch. He also prepared the agendas and minutes and processed the files for Complaints Committee meetings.

Kevin participated in discipline hearings, dealt with several referrals from the Survey Review Department, provided administrative assistance to the Fees Mediation and Registration Committees, participated in the Professional Standards Steering Committee and responded to numerous inquiries from both members and the public. He also attends Council meetings, represents the AOLS as a member of the CBEPS Board, acts as liaison to the Office of the Fairness Commissioner and conducts Registrar's Investigations as required.

**Maureen Mountjoy** is a graduate of the first class ('76) of the Survey Science program at Erindale College, University of Toronto. In 1978, she was the second woman to become an Ontario Land Surveyor. She has been the **AOLS Deputy Registrar** and the **Editor of the Ontario Professional Surveyor** magazine since the fall of 2000. She is also the Secretary and Chief Administrative Officer of the AOLS Educational Foundation and works closely with the Colleges and Universities whose students benefit from the awards generated from the Foundation. Maureen is a non-voting member of the Academic and Experience Requirements Committee (AERC), a member of the Public Awareness Committee (PAC), the Geomatics Recruitment and Liaison Committee (GRLC), the University and College Liaison Committee (UCLC) and the Underground Utilities Committee (UUC). She is also a member of the Best Practices Committee of the Ontario Regional Common Ground Alliance (ORCGA). She attends many trade shows and career fairs to promote our profession and works closely with faculty and students in the Geomatics program at York University. She is the AOLS representative on the York University Geomatics Engineering/Geomatics Science Advisory Committee.

Maureen continues to work with Secondary Schools to expand the Specialist High Skills Major (SHSM) "Introduction to Surveying" course to raise awareness of surveying as a career. Her tireless work on promoting our profession should continue to pay dividends in the form of new members.

**Lena Kassabian** has been with the AOLS since August 2005. As **Office Manager**, she ensures the AOLS office is running smoothly and the staff and members' expectations are met in a timely manner.

Lena is deeply involved with the AERC. She is responsible for processing evaluations and articling applications for students seeking their designation as an Ontario Land Surveyor. She meets with prospective candidates and engages them in the process in a positive fashion and ensures that all applicants receive the necessary materials. She takes great joy in helping local and internationally trained candidates achieve their goals.

Lena also scouts out locations for Annual General Meetings, Council Meetings, AERC events, the Geomatics Picnic and other meetings and seminars. She negotiates contracts for these events and organizes them. Along with all of the above, Lena is the key organizer of the Associations' Annual General Meeting.

**Julia Savitch** has been with the AOLS since July 2011 as **Program Manager**. She has a Bachelor of Business Administration from the Schulich School of Business and has completed her MBA from the same school. Her responsibilities include working with the Continuing Education Committee to develop courses for our members and managing CPD; Website Committee; AGM Planning & Operating Committees, and all the commissions of the association. She also tracks the implementation of our annual Strategic Plan.

Julia is the editor of AOLS In Sight e-newsletter and the organizer of our monthly webinars. She also manages our social media presence on LinkedIn and Facebook.

Julia enjoys working with our great volunteers - committee and task force members, Regional Group Executives, and Council, - as well as enabling communication and information sharing between various stakeholders of the AOLS.

She welcomes suggestions from all members for newsletter, webinar and seminar content and encourages them to get involved in AOLS social media outlets.

**Colleen Gambier** joined the AOLS team as **interim Program Manager** in October replacing Julia while she is away on maternity leave. She has a Law Clerk diploma from Centennial College and brings significant experience working with other associations.

**Penny Anderson** has been with the AOLS since June 2012 as the **Member Services Coordinator and Webmaster**. She is certified in Web Design and Development from Sheridan College and obtained her Information Systems Management Certification at Ryerson University. She is recently was successful in gaining her PMP Certification through Sheridan College.

Her role involves managing the Membership Database, Scheduling Membership Dues, and updating website content. Penny is the channel for Members' information changes, REACH Bulletin Distributions and assistance to Members on how to navigate the website and setting up membership accounts online.

Penny also provides support to the Executive Director in generating demographic reports and assists in taking the minutes of Council meetings.

**Joyce Tenefrancia** is the **Receptionist and Administrative Assistant**. She joined AOLS on June 20, 2016. Joyce is your first point of contact with the association. She is the AOLS Administrative Officer at reception, answering the telephone, checking and responding to emails, opening the mail, and generally meeting and greeting those who come into the office.

She supports almost all of the AOLS staff, and various committees, specifically the AERC and Complaints Committee. Daily, she acts as service conduit for a variety of stakeholders. The AOLS membership and extended community is important to her. If you don't know which staff member you should be contacting, contact Joyce and she will send you in the right direction!

**Cynthia Gibson** joined the AOLS in 2018 as our Bookkeeper / Accountant / Controller. She is responsible for our financial wellbeing; for all processes of recording accounting information, analyzing its components & producing monthly financial statements for the management. All these steps are vital for us not only in order to know our current financial performance, but also necessary for forecasting future activities and making them financially feasible.

Cynthia also does all year-end procedures including preparation of various tables, schedules & reports needed for auditors in preparation for annual Financial Statements. As we want to manage our funds wisely and gain interest on investments, we have a number of investment portfolios. Recording of accrual interest revenue is done by Cynthia based on monthly financial reports and adjusted in annual financial statements.

Liability Insurance, although handled by the Insurance broker, is getting incorporated into our accounting system. We are also involved in the whole process as we receive premiums paid by members prior to paying the portion to the Insurance broker.

Other current operations handled by Cynthia include payroll, reconciliations with banks & government bodies & preparation of annual reports for Revenue Canada. She has made many changes this year to improve our efficiency and ensure accuracy in our reporting. Cynthia is working towards becoming a Certified Professional Accountant.

**Tom Packowski** joined the Association Offices as the **Manager of the Survey Review Department (SRD)** in early June of 2018. Tom is a graduate of the Survey Science program at Erindale College, University of Toronto (UofT). Tom brings a wealth of experience from his many years as a principal in a private practice firm and from his involvement in Association activities.

Tom, the SRD staff and the consultants at the Survey Review Department are constantly trying to improve the operation of the department. This year Tom reinstated generating reports to identify trends and potential problems. He, along with his consultants have made significant progress this year in reducing the backlog of comprehensive reviews and improving timeliness of reviews. It is worth reminding members that every comprehensive review undergoes a review by a second consultant to attempt to remove any bias.

Tom is also the Chair of the Continuing Education Committee, which is a great fit with his AOLS position. He has written several articles for the Ontario Professional Surveyor reflective of findings from reviews.

**Al Worobec** joined the Association Offices as the **Field Survey Examiner of the Survey Review Department (SRD)** in early January of 2014. Al is a graduate the Survey Science program at Erindale College, University of Toronto (UofT). Al brings a wealth of experience from his many years in private practice and from his involvement in Association activities, most recently as the 2009 President. Al works on a part-time basis completing field reviews.

**Sheila Lavina** has been with the AOLS since March 2010 and has worked as the Administration Officer. In September of 2014 she transferred to the role of **SRD Administrative Officer**. Sheila acts as the liaison between the SRD and the participating firms. Other duties consist of ordering and maintaining supplies, coordinating meetings

and assisting in planning day-to-day operations. Sheila's main responsibility is to make sure activities between the firms and SRD are organized and completed within the time allotted. She has been instrumental in maintaining statistics and developing historical reports.

She is dedicated to serving our AOLS members as well as the members of the public. Part of her dedication is ensuring that all meetings of Council and Committees are scheduled, and reminders are sent out prior to each meeting. This has really helped to ensure attendance at our meetings.

**Herman Bernardo** has been with the AOLS since November 2010 as the **Survey Review Department Examiner Assistant**. His responsibilities include coordinating deposited plans by OLS / Firms received from Land Registry Offices, as well as reviewing Comprehensive Reviews supporting documentation for missing material.

Herman assists the Field Survey Examiner with field examinations, so he is often out in the field, working in the fresh air all over Ontario. He also fulfills the logistic needs for the field operations.

He is also our go-to person whenever something needs to be assembled, disassembled, moved or fixed in the office.

The staff at "1043" all put in a tremendous effort on behalf of the members. The Association is here for public protection and all staff take that role seriously. We also believe that working with our members and making the Association strong is another way that we protect the public. Most of the AOLS staff have been working from home for most of this last year due the COVID-19 pandemic.

## **Administration**

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This last year has been a year like no other with the office being closed to the public since March due to the COVID-19 pandemic. We were able to quickly acquire sufficient technology to allow our employees to work from home. Joyce Tenefrancia kept operations going and was the lone employee that remained in the office to deal with mail, phone calls, etc. She has gone above and beyond expectations to ensure that the AOLS continued to operate effectively. We monitored public health recommendations and established and modified a COVID-19 policy for staff to ensure their safety.

We completed a comprehensive review of IT throughout the office and developed a strategy for moving forward. We have started implementing the strategy (e.g. moved all computers to Office 365, acquired laptops for all staff, developing member database requirements, getting quotes for VOIP) but have been delayed as we prepared for the first ever virtual Annual General Meeting.

We were successful in have changes made to both the Surveyor Act (allowing electronic meetings and votes) and the Surveys Act (modernizing the requirement to maintain survey records) thanks to cooperation with the Ministry of Natural Resources and Forestry.

Several policy issues were addressed over the year:

- Registrar Investigation Guidelines
- Update to IT policy for working at home
- Use of Digital Signatures during COVID-19 pandemic
- Developed 3 by-laws (AOLS Fees, SRD plan submission form fees, and By-law and Regulation voting procedures) for Council approval
- Insurance Reserve Policy was implemented saving members \$550,000 in payments this year

Training was organized related to mediation and discipline, both of which were well received.

We put a new banking system in place this year that provides additional financial oversight (e.g. our Finance Councillor can see all transactions, two approvals are required for all payments and transfers over \$3000). We changed the fiscal year from a calendar year to one running from November 1<sup>st</sup> to October 31<sup>st</sup>, which will make future financial reporting easier. Unfortunately, we did have some communication challenges with the Canada Revenue Agency in the change. Invoicing and tracking procedures were updated to improve tracking of aging of accounts and accuracy of information.

## **Strategic Planning**

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We tuned up the 5-year Strategic Plan this year using a scenario planning approach which differs from the approach used in past years. It allowed us to consider the uncertain impact of the COVID-19 pandemic in terms of our priorities. The overall vision did not change significantly but implementation plans were modified particularly for this year.

Increased emphasis was placed on inclusivity and considering minorities in our activities. We recognized the requirement to improve our abilities to use virtual technologies. There was strong support to continue implementation of our risk management approach.

Our key priorities and actions remain focussed on education, increasing public and government awareness, risk management, and regulation changes. Actions were reviewed and refined at every Council meeting.

Despite COVID-19 challenges I am pleased to say that we been able to move forward on most of the implementation plans outlined in the strategy. Highlights include:

- conducting a robust survey of our members related to harassment and discrimination,
- acquiring additional virtual technology including event management software and live polling technology,
- completing risk reviews of the SRD Committee and the Complaints Committee,
- developing more rigorous metrics presented in the form of a regularly updated dashboard,
- moving forward on a variety of training, and
- communications to all municipalities in Ontario

## **Membership**

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We continue to face a future challenge of maintaining enough surveyors to meet the public's needs. We have a large demographic of surveyors over 60 years of age who will inevitably retire. We saw a further decline in numbers at the end of 2020 with surveyors retiring, bringing our numbers to 460 licensed members and 27 holding Certificates of Registration. Spring professional exams were cancelled due to COVID-19 but the Academic Experience Requirements Committee and the Registrar were able to mount online exams in December resulting in 34 new surveyors sworn in in January. This results in an increase in the number of surveyors in 2021 and is the highest number we have had since 2013. We still have a healthy number of articling students. The number of Certificates of Authorization remains steady with 167.

AOLS committee work is a key resource that benefits the AOLS. It allows us to involve active practitioners, while at the same time containing our costs using volunteers. This year we had 179 unique committee members participate in 6 statutory committees and an additional 22 active committees or task forces. Most Committees and Task Forces have continued to meet and make progress despite the pandemic. This is fantastic for an association of our size. We have recognized that these committees and task forces require support and have endeavoured to provide staff and consulting resources to them. We struck a new Task Force this year to respond to the sudden closure of the counter services in the Land Registry Offices.

We struggled a little in getting webinars this year offering only 2 webinars. We were able to put on an 8 hour "Best Practices for Surveyors and Setting Your Field Crew Up for Success" seminar. We also had a successful, well-attended Annual General Meeting in Huntsville, just prior to the COVID-19 outbreak that provided a significant continuing professional development program. We have a virtual event planned for our upcoming Annual General Meeting that hopefully will meet the needs of our membership.

## **Public Relations**

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The Public Awareness Committee oversees most of the Association's activities in public relations. In addition to preparing brochures and articles, the Committee provides support to the membership and hosts promotional activities at trade fairs, conferences and career fairs. The Committee's outreach activities this year were severely limited due to the COVID-19 restrictions. They worked with other committees to prepare material and resources that will be extremely helpful as regular events return:

- They found and got access to a virtual sandbox that can be used in future events,
- With the support of Surveyors on Site, they prepared a stand-alone virtual point cloud tool integrated with imagery, to be able to show students in a virtual environment,
- Generated a new public awareness tool (looks like a smart phone) with links to the AOLS website; hard copy and virtual intended for a variety of marketing uses
- Put out a poster to support International Women's Day
- Supported Rudy Mak in the creation of a pilot documentary on the "What a surveyor does"
- Generated a new graphic representation for the AOLS

A variety of articles were published (e.g. CAA, Municipal Monitor, GoGeomatics). They also assisted in having two letters distributed to municipalities dealing with the important role that surveyors play in a municipal environment and addressing the distribution of survey plans.

Four information packed issues of the Ontario Professional Surveyor were published along with on-line In Sight articles every two weeks, which are broadly subscribed to. The Public Awareness Committee and Deputy Registrar, Maureen Mountjoy, are to be commended for their efforts. The Executive Director met with the Executive Directors of the Ontario Professional Foresters Association and the Canadian Institute of Quantity Surveyors to discuss items of mutual interest. He participated in an education webinar for the Professional Foresters. He also met with the Deputy Minister of the Ministry of Natural Resources and Forestry and other government staff (e.g. Director of Land Registration, Examiner Surveys, Chief Surveyor for the Ministry of Transportation) to maintain government relations.

### **Executive Directors' Meetings**

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We continue to be very active on the national front in seeking solutions to strengthening our profession as a whole. Executive Directors/Chief Executive Officers meet quarterly with three on-line meetings and one face to face meeting annually. The face to face meeting, which was to be hosted by Ontario, had to be turned into an on-line meeting due to the pandemic.

### **Summary**

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I would like to thank President Andrew and all of Council for their help over the past year. I also especially want to thank all the staff at 1043 and all committee members for their continued efforts and work towards the betterment of our Association and profession.

Brian Maloney, OLS  
Executive Director  
Association of Ontario Land Surveyors