

EXECUTIVE DIRECTOR'S REPORT
2021
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 office.

This report will cover the period from January 1, 2021 to December 31, 2021 under the general headings of Staff, Administration, Strategic Planning, Membership, Government Relations, and Public Relations.

Staff

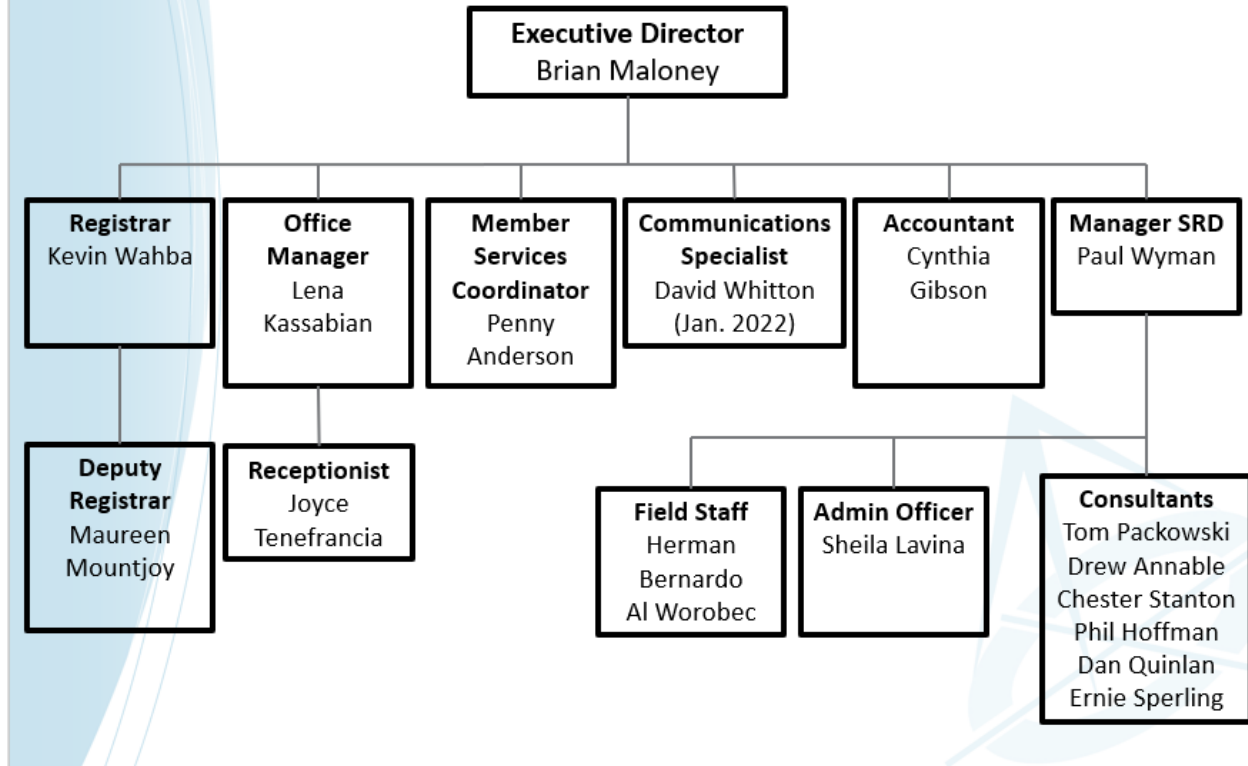
The Association's staff complement for 2021 included a total of 12 staff members (including five Ontario Land Surveyors). In addition, we had five Ontario Land Surveyors on contract to assist the Survey Review Department (SRD) with the Peer Review Program.

During 2021 we did have a couple of staffing changes. Tom Packowski elected to retire after providing excellent service as our Survey Review Department Manager. I thank Tom for the work he has done to improve the operations of the Department. He stayed on through to the end of December to assist in the transition and complete systematic reviews. Fortunately, we were able to attract Paul Wyman to the Manager's position; I look forward to working with him. Our Program Manager, Julia Savitch, decided to use her skills elsewhere and resigned. She provided excellent service to the Association in the 10 years she worked with us, and I wish her success in her future endeavours. We did take advantage of this to re-evaluate our staffing and decided not to fill the Program Manager position. Instead, we created a new position, Communications Specialist, that we expect will help improve our public communications, particularly using social media. It also allows us to transition duties to and from other staff, which should result clearer responsibilities, help balance workloads, and make succession planning easier. The position was filled in January of 2022 with David Whitton, who has extensive communications experience.

The complete staff list at the end of 2021 is as follows:

<i>Brian Maloney, OLS</i>	<i>Executive Director</i>
<i>Kevin Wahba, OLS</i>	<i>Registrar</i>
<i>Maureen Mountjoy, OLS</i>	<i>Deputy Registrar</i>
<i>Lena Kassabian</i>	<i>Office Manager</i>
<i>Penny Anderson</i>	<i>Member Services Coordinator and Webmaster</i>
<i>Joyce Tenefrancia</i>	<i>Administrative Officer</i>
<i>Cynthia Gibson</i>	<i>Bookkeeper / Accountant / Controller</i>
<i>Paul Wyman, OLS</i>	<i>Survey Review – Manager</i>
<i>Tom Packowski, OLS</i>	<i>Survey Review – Manager (completing reviews)</i>
<i>Al Worobec, OLS</i>	<i>Survey Review – Field Survey Examiner</i>
<i>Sheila Lavina</i>	<i>Survey Review – Administration Officer</i>
<i>Herman Bernardo</i>	<i>Survey Review – Survey Review Department Examiner Assistant</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) eight 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 the 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 that 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-governmental 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 the 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 practised both as a lawyer and a 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.

In 2021, Kevin supported the AERC in processing academic evaluations and articling applications, as well as assisting with examinations and 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 a Discipline hearing, 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 attended Council meetings, represented the AOLS as a member of the CBEPS Board, acted as liaison to the Office of the Fairness Commissioner, and conducted 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 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 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 that 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 Association's annual general meeting.

David Whitton joined the AOLS in January 2022 as **Communications Specialist**. He has a Masters of Fine Arts in Creative Writing, an honours Bachelor of Arts in English and Philosophy and a Bachelor of Applied Arts in Journalism. He has experience in writing, editing, book production, and producing annual reports and bulletins for technical and regulatory organizations. He has also authored two books and brings social media skills.

His responsibilities will include improving our social media presence, editing our Website, producing our *In Sight* newsletters, and ultimately editing the *Ontario Professional Surveyor* magazine. He has also recently started taking the Council minutes. He is looking forward to getting to know our profession and its members.

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

Her role involves managing the membership database, scheduling membership dues, and updating website content (this is transitioning to David). Penny is the channel for members' information changes, REACH bulletin distributions, and assistance to members on how to navigate the website and set up membership accounts online.

Penny also provides support to the Executive Director in generating demographic reports and acts as our technology expert within the office.

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

She supports almost all 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, ask Joyce and she will send you in the right direction! She has been the one constant in the office throughout the pandemic.

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

Cynthia also does all year-end procedures including preparation of various tables, schedules and reports that auditors need to prepare for annual financial statements. As we want to manage our funds wisely and gain interest on investments, we have several investment portfolios. Cynthia records accrual interest revenue based on monthly financial reports and adjusts this in annual financial statements.

Liability insurance, although handled by the insurance broker, is 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 and government bodies, and preparation of annual reports for Revenue Canada. Cynthia is working toward becoming a Certified Professional Accountant.

Paul Wyman joined the Association as **Manager of the Survey Review Department (SRD)** in September 2021. Paul brings a wealth of experience, having operated several firms providing a variety of surveying services, and as a part owner of three leading-edge alternative service providers. He has taught geomatics, and also worked for the federal government contracting and overseeing surveying services. He was a consultant performing reviews for the Survey Review Department in the past. Lastly, he understands the operations of the AOLS, having been a past president. His enthusiasm for learning and passing on knowledge to others makes him an ideal candidate as Manager of the SRD.

Paul, the SRD staff, and the consultants at the Survey Review Department are constantly trying to improve the operation of the department. This year they modified the Plan Submission Log to address firms with multiple offices and moved toward electronic filing of Land Registry Office plans to improve efficiency. It is worth reminding members that every comprehensive review undergoes a review by a second consultant to attempt to remove any bias.

Paul has also been active on the Continuing Education Committee and on the Professional Standards Committee, which are great fits with his AOLS position.

Al Worobec joined the Association as **Field Survey Examiner of the Survey Review Department (SRD)** in early January 2014. Al is a graduate of the Survey Science program at Erindale College, University of Toronto (U of T). 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 2014, she transferred to the role of **SRD Administrative Officer**. Sheila acts as a 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 members of the public. Part of her dedication is in 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 **Survey Review Department Examiner Assistant**. His responsibilities include coordinating deposited plans by OLS/firms received from land registry offices, as well as inspecting comprehensive reviews' supporting documentation for missing material.

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

He is 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 staff take that role seriously. We 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 the majority of this last year due the COVID-19 pandemic.

Administration

The office remained closed to the public this year due to the COVID-19 pandemic. Although we were hoping to move back to the office in some fashion near the end of the year, this was delayed again with the Omicron variant emerging. Most of us continued to work from home, but Joyce Tenefrancia kept operations going and was the lone employee that remained in the office to deal with mail, phone calls, etc. She continued to go above and beyond expectations to ensure that the AOLS continued to operate effectively.

We have continued implementing our IT strategy. Our ancient phone system was moved to a VOIP system, making it easier to work remotely and improving our ability to access messages. Our internet connection was upgraded to improve reliability and performance. We moved away from GoToMeeting in favour of Zoom, which has improved functionality. We implemented electronic voting, which has made voting more convenient for members and is saving us the cost and effort of dealing with paper ballots. We drafted detailed specifications for a new membership database that will be connected to our website. We were able to contract with our existing website provider to implement this and development is underway. We recently outsourced the filing of registered and deposited plans within the Survey Review Department, moving to a digital system that saves us courier and filing costs and allows plans to be accessed remotely by our reviewers.

With cooperation from the Ministry of Northern Development, Mines, Natural Resources and Forestry, we successfully amended three regulations under the *Surveyors Act* (O.Reg. 1026, 216/10 and 525/91) to address long overdue changes.

Several policy issues were addressed over the year:

- Land Acknowledgement Policy
- Updated SRD Plan Log Requirements
- Update to the Bulletin on Sketches
- Construction Guidelines
- Business Best Practices
- Draft Paper on Researching Practices

Further training was organized related to discipline and was well received.

We implemented a new banking function that allows members to make electronic transfers directly to the AOLS, thereby saving credit card transaction fees while enabling easy fund transfers. We were subject to an audit of our HST submissions by the Canada Revenue Agency (CRA). We discovered some issues with our systems and processes in responding to the audit. We went back through our records of our own accord and found that we had underpaid almost \$50,000 in previous years, which was corrected with CRA. As a result, we have implemented new systems and processes to ensure that HST is properly accounted for and paid.

Strategic Planning/Directions

We renewed the five-year Strategic Plan again this year in a hybrid meeting held in Kingston. There was strong support for the existing direction, but increased emphasis has been added to modernizing the *Surveyors Act* and improving our regulatory functions. As noted below, we remain concerned about attracting sufficient talent to the profession and plan to develop a social media strategy to help. Concerns persist regarding our diversity, equality, and inclusivity practices. There is still strong support to continue implementing our risk management approach.

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

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

- implementing an Inclusivity and Diversity Committee, which has already started recommending changes (e.g., Continued Professional Development; inclusion with articling processes)
- hiring a Communications Specialist
- completing risk reviews of the Discipline Committee and the Academic Experience and Requirement Committee
- conducting a psychometric evaluation of our registration practices and moving forward with implementing the recommendations
- conducting an external regulatory review and moving forward with considering all 32 recommendations
- developing a project plan for modernizing the *Surveyors Act* and working our way through the plan, developing a library of relevant documents, drafting a paper on future technology and societal impacts on the profession, developing a stakeholder consultation plan, describing the future exclusive mandate associated with a one-licence model, starting to compile administrative challenges and external reviews of our processes
- working with our colleagues from across Canada to move forward the “Toward an Online Degree” project
- moving forward on a variety of training for committees, and
- continuing to work with educational institutions to ensure a supply of professional and technical staff for our profession (e.g., we worked with Sir Sandford Fleming College to establish a surveying program).

Membership

We continue to face the challenge of maintaining enough surveyors to meet the public’s needs. This shortage has been exasperated by the pandemic, which seems to have significantly increased the demand for surveys. We conducted a labour-needs survey this year and found that we could use an additional 70 surveyors. We also completed another salary study so that we can highlight the attractive salaries that surveyors can earn. We have a large demographic of surveyors over 60 years of age who will inevitably retire. Fortunately, we had an increase in the number of licensed surveyors this year. This is a tribute to the work of our Registrar and the Academic Experience Requirements Committee, who were able to provide online examinations. The number of Certificates of Authorization declined slightly to 163 because of firm consolidations/purchases.

AOLS committee work is a key resource that benefits the Association. It allows us to involve active practitioners, while at the same time containing our costs using volunteers. This year we had 210 unique committee members participate in six statutory committees and 23 active committees or task forces. All committees and task forces have

continued to meet as required and make progress despite the pandemic. This is fantastic for an association of our size. We continue to support these committees and task forces with staff and consulting resources as requested.

We did manage to put on eight webinars this year with a mixture of professional and formal offerings. In total we offered 22 professional hours and 14 formal hours of continuing professional development. We held our first ever virtual Annual General Meeting, which had the largest attendance ever. Despite a few minor issues, the meeting was a success. Although we had arranged for an in-person meeting this year in Ottawa, we were forced to change to a virtual meeting again because of the continued COVID pandemic spread.

Public Relations

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 were severely limited again this year 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. With leadership and funding from Rudy Mak, funding from Van Harten Surveying Inc., and efforts by Don Wright of Running Rabbits Productions, they were able to produce a 22-minute documentary about surveying. This will be unveiled at the AGM. Our Geomatics Recruitment and Liaison Committee participated in virtual events aimed at students to help promote surveying as a career (e.g., Science Rendezvous).

Four information-packed issues of *Ontario Professional Surveyor* were published along with *In Sight* articles every two weeks, which are widely read. The Public Awareness Committee and Deputy Registrar Maureen Mountjoy are to be commended for their efforts.

The Executive Director and Registrar held several meetings with the Fairness Commissioner and his staff. The Executive Director and President met with the Minister's Office, the Dean of Engineering at the Lassonde School of Engineering, and the Chair of the Civil Engineering Program at Ryerson University to address the need for surveyors. The Executive Director also met with several government staff (e.g., the Director of Land Registration, Director of Mapping and Information Services, Examiner Surveys) to maintain government relations.

Three letters were sent to ministers throughout the year regarding the importance of surveyors to the economy of the province and proposed changes to the *Fair Access to Regulated Professions and Compulsory Trades Act*.

Executive Directors' Meetings

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 met quarterly and shared information and solutions. We have all been interested in legislative changes occurring in British Columbia and Alberta.

Summary

I would like to thank President Gavin Lawrence 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 toward the betterment of our Association and profession.

Brian Maloney, OLS
Executive Director
Association of Ontario Land Surveyors