

EXECUTIVE DIRECTOR'S REPORT
2022
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, 2022 to December 31, 2022 under the general headings of Staff, Administration, Strategic Planning, Membership, Government Relations, and Public Relations.

Staff

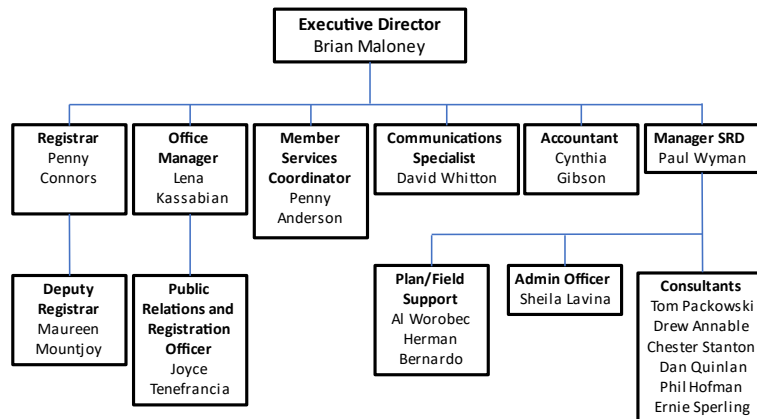
The Association's staff complement for 2022 included a total of 12 staff members (including four Ontario Land Surveyors). In addition, we had six Ontario Land Surveyor consultants to assist the Survey Review Department (SRD) with the Peer Review Program.

During 2022 we did have another significant staffing change. Kevin Wahba, our Registrar, decided to change careers and follow his alternative profession of law. I wish him all the best in his future endeavors and thank him for his time with the Association. We were fortunate to hire Penny Connors. Although Penny is not a surveyor, she brings significant regulatory experience and other management skills that are valuable to our profession. Her background is helping us question some of our historical practices, which we believe will improve efficiency. We also re-evaluated the work being done by Joyce Tenefrancia, whose position has been evolving. Her responsibilities were moved from Administrative Assistant to Public Relations and Registration Officer, which more accurately reflects her duties.

The complete staff list at the end of 2022 is as follows:

<i>Brian Maloney, OLS</i>	<i>Executive Director</i>
<i>Penny Connors</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>Public Relations and Registration Officer</i>
<i>Cynthia Gibson</i>	<i>Bookkeeper / Accountant / Controller</i>
<i>Paul Wyman, OLS</i>	<i>Survey Review – Manager</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>
<i>David Whitton</i>	<i>Communications Specialist</i>

Association of Ontario Land Surveyors Organization Chart



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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) nine 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.

Penny Connors joined the AOLS as **Registrar** in June 2022. Penny brings a wealth of regulatory and policy experience. She also brings many other skills and knowledge to the Association, including leadership, project management, governance, and financial management. Penny has held Executive Director, Director and Manager positions with other not-for-profit and government organizations, including the Ontario Association of Certified Engineering Technicians and Technologist (OACETT), the College of Massage Therapists of Ontario (CMTO), the Insurance Brokers Association of Canada (IBAC), the Technical Standards & Safety Authority (TSSA), and the Ministry of Health. She has certification in many areas but, to name a few, she is a Certified Association Executive (CAE) through the Canadian Society of Association Executives (CSAE) and holds certificates in Human Resources Management (CHRM) from the HR Professional Association of Ontario (HRPAO) and in Risk Management (CRM) from the University of Toronto/RIMS.

Her principal duties include supporting the Academic and Experience Requirements Committee, the Complaints Committee and the Registration Committee by preparing their agendas and minutes and ensuring that all correspondence emanating from these committees is processed expeditiously. She responds to numerous inquiries from both members and the public. She also attends Council meetings, represents the AOLS as a member of the CBEPS Board, and acts as liaison to the Office of the Fairness Commissioner. The Registrar holds the responsibility for the majority of registration activities under the *Surveyors Act*.

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. This last year she turned over responsibility as editor of our magazine to Dave Whitton as part of a succession plan. 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 (recently folded into the Marketing and Recruitment Committee (MRC)), the Geomatics Recruitment and Liaison Committee (recently folded into MRC), the University and College Liaison Committee (recently folded into MRC), the MRC 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. 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 include addressing our social media presence, editing our website, producing our *In Sight* newsletters, and editing the *Ontario Professional Surveyor* magazine. He takes the Council and Executive Committee minutes. He is playing a role in improving our marketing and communication efforts. He has been involved in other committees including the Inclusivity and Diversity Committee.

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. She also took on the role of dealing with Continuing Education this year.

Penny also provides support to the Executive Director in generating demographic reports and acts as our technology expert within the office. She assists all staff with their computing needs and problems.

Joyce Tenefrancia is the **Public Relations and Registration Officer**. She joined the AOLS in June 2016. Joyce is your first point of contact with the Association. She is the AOLS receptionist, answering the telephone, responding to emails, opening the mail, and generally meeting and greeting those who come into the office. She maintains the Learning Management System and a public inquiries dataset. This last year she has generated many statistical reports related to articling.

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 continues to be the one constant in the office as we have migrated to a hybrid environment.

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 and dealing with all payments and invoices for the Association. All these steps are vital for us to ensure our integrity, to know our current financial performance, and to forecast future activities to ensure they are 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.

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. 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. He has updated the Interpretive Guide for Ontario Regulation 216/10 and consolidated and updated the field notes guides. He provided a webinar on field notes and continues to be willing to assist surveyors.

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 preparing comprehensive review files that are complete and ready for field examination and to be sent to reviewers.

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.

Overall Staff

This last year saw the return of staff to the office in a hybrid environment, which is further described below. Whether staff are working from home or in the office, they continue to take their role seriously to protect the public and meet the regulatory needs of our members. I have been pleased to work with all of them.

Administration

This year we returned to the office in a hybrid environment following the lifting of COVID-19 restrictions. Most staff are in the office two days a week. We have provided flexibility with respect to specific days and are confident that the work continues to be accomplished. Working in a hybrid environment is certainly more challenging when it comes to maintaining relationships and we continue to work on that. We have retained a masking COVID-19 policy but have held a few committee meetings in the office. Joyce Tenefrancia continues to be the backbone of operations at the office, being in every day.

As noted last year, we have updated much of the technology for the Association. Although we have made significant progress on developing a new membership database, which we expect to improve efficiency and enhance our reporting capabilities, we have still not been able to move it into operations. It remains in staging with further enhancements required to meet our needs. To improve transparency, we migrated the Member Tools portion of our members' website to the public-facing website. Not only does it increase transparency with the public, it also provides access to valuable information for surveyors' staff.

Several policy issues were addressed over the year:

- Certificate of Authorization Guidelines
- Policy on Council and Committee Members Conduct
- Risk-Based Approach to Unauthorized Practice
- Policy on Policy-Making
- Travel Rate Policy (Update)
- Access to Records Related to Registration Policy (Update)
- Decision on Transparency of Council Meetings
- Review of Fair Fees for Field Notes

Work continued on identifying potential changes to the *Surveyors Act*. Many of the recommendations made by Richard Steinecke were considered, some of which will require statutory change. Most notably, Council considered:

- The need for fees mediation
- Councillor involvement in statutory committees.

Further training was organized for the Complaints Committee and the Registration Committee and was well received. Council also received training related to bias.

Strategic Planning/Directions

We renewed the five-year strategic plan again this year in a meeting held in Kingston. There was continued support for the existing direction, but we simplified the Vision and reduced the Key Priorities to three: Communications and Marketing, Legislative Enhancements, and Admittance Revisions. We set challenging action plans to meet the key

priorities. Although we dropped Implementing a Risk Management Approach, there is still support for this and the group thought that it was being embedded in the approaches used by the Association and therefore no longer required as a separate plank of the plan.

Concerns remain about our demographics and the increasing survey workload. This year we:

- polled new surveyors from across Canada to gain a better understanding of the attractions to the profession to help us determine changes we need to make in marketing and recruitment
- united the Public Awareness, Geomatics Recruitment and Liaison, and University and College Liaison Committees into a single Marketing and Recruitment Committee to bring focus to our activities
- entered into a project with Humber College to develop a marketing strategy

As noted above, we have continued to make progress on defining the future needs of a new *Surveyors Act*. While not all elements have been decided, we did make significant progress and are nearing being able to approach the Ministry of Natural Resources and Forestry to seek changes. We developed proposed redefinitions for Cadastral Surveying and Professional Surveying and consulted with many stakeholders. We have identified changes required to deal with evolving business and technical practices and have started working on governance changes.

We have continued work on updating our registration practices to deal with recommendations from the external review completed late in 2021 and the recent changes to the *Fair Access to Regulated Professions and Certified Trades Act* (FARPACTA). A comprehensive Registration Practices project was approved by Council, which includes:

- an update of our academic requirements
- an update of our Essential Areas of Knowledge (EAK)
- development of a blueprint that describes the construct of exams in relation to EAKs
- a review of existing exam questions and development of new questions that fit the needs of the blueprint
- development of an approach and policy to ensure examinations are of a consistent and appropriate level of difficulty to ensure candidates are equipped to meet the minimum standards required to meet the public's needs as a professional surveyor

Significant progress was made on the first two items. A review of academic requirements was led by the Association of Canada Land Surveyors with participation of all other surveying regulators and geomatics education institutions in Canada. A new syllabus for the Canadian Board of Examiners for Professional Surveying (CBEPS) was developed that was approved by all surveying regulators in Canada, including Ontario, with approval from Prince Edward Island pending (note this was approved by Council in early 2023). This was a comprehensive defensible review of the academic requirements for a professional surveyor in Canada. Work is ongoing trying to map existing university courses to the syllabus, which will help us clearly identify pathways to become an Ontario Land Surveyor.

Under the leadership of Anne Cole, OLS, a project has been proceeding to update the EAKs. A survey was completed of approximately 100 surveyors to understand any deficiencies in the EAKs. Fortunately, there was agreement that they were still relevant and appropriate. There were a couple that need significant updating, which is underway. We expect to have a revised set of EAKs ready for review by the membership just after the Annual General Meeting. These will form the basis for the development of the blueprint and refinement of examination questions.

Membership

We continue to face the challenge of maintaining enough surveyors to meet the public's needs. This shortage has been exacerbated by government's continued infrastructure spending and attempts to deal with a housing shortage. President Andy Shelp and I met with the Minister's office and discussed the challenges and our attempts to deal with them. We continue to have a large demographic of surveyors over 60 years of age who will inevitably retire. The number of surveyors has been maintained over the last few years with a slight increase, but it is not expected to meet the future requirement. The number of Certificates of Authorization continues to decline with firm consolidations/purchases. This is starting to impact the revenue from Certificates of Authorization, which may have to be reconsidered in the future.

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 208 unique committee members participate in six statutory committees and 22 active committees or task forces. With the exception of three, all committees and task forces have continued to meet as required and make progress. 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 were light on webinars this year, with only three presented for four hours of continuing education. We did hold another virtual Annual General Meeting, which was well attended again. In total we offered 16 professional hours and 8.5 formal hours of continuing professional development. We look forward to an in-person event and already have six webinars committed to for next year.

Public Relations

As noted above, the Public Awareness Committee, the Geomatics Recruitment and Liaison Committee, and the University and College Liaison Committee were merged into a new Marketing and Recruitment Committee. Its goal is to help attract students to the profession and address the statutory requirement for the Association to make its role known to the public. Its first goal is to establish a marketing strategy. It has enlisted the help of professors and students of Humber College to develop it. Humber College offers a four-year degree program in Marketing and several of their fourth-year students have committed to working on this as their capstone project. Terms of reference were agreed to and work began in earnest in January. Despite the changing committee structures, many outreach activities have continued, ranging from participating in Science Rendezvous, which is geared at younger students, to participating in industry nights with the York University engineering students.

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, Deputy Registrar Maureen Mountjoy, and Communications Specialist David Whitton 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 Executive Director also met with several government staff (e.g., Assistant Deputy Minister, Corporate Management and Information Division, MNRF, Assistant Deputy Minister, Registries and Licensing Services Division, Ministry of Public and Business Service Delivery, the Office of the Chief Engineer, Ministry of Transportation, Jean Gagnon, Surveyor General of Canada) to maintain government relations and discuss potential changes to the *Surveyors Act*. He also met with many other key stakeholders, including Elgin Farewell, CEO of Teranet, Alex Millar, President of Esri Canada, and Bonnie Fox, Acting General Manager of Conservation Ontario. Surveyors continue to be seen in a positive light but there is concern across most stakeholders about the number of surveyors available to meet the needs of Ontarians.

Two letters were sent to federal ministers regarding opportunities for candidates with international training in surveying.

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. This year, Ontario hosted an in-person meeting of the group to share information and seek solutions. Although slow on moving forward with specific initiatives, all have been good at sharing information, which is very helpful.

Summary

We continue to be very active and progressive as a small association. This report is a subset of all the work of staff at the AOLS and I want to thank them again for their dedication to help improve the Association and serve the public.

I would like to thank President Andy Shelp and all of Council for their help and support over the past year. This will be my last annual report as Executive Director since I have opted not to renew my contract, which expires in early March. It has been an honour to serve as your Executive Director.

Brian Maloney, OLS
Executive Director
Association of Ontario Land Surveyors