

**THE CANADIAN COUNCIL OF LAND SURVEYORS  
STRATEGIC PLANNING COMMITTEE**

Meeting September 21-23, 2006  
Albert at Bay Suite Hotel, Ottawa, ON

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**2006 REPORT**

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Fri. September 21 7:00-9:00pm  
Sat. September 22 8:30-5:00pm  
Sun. September 23 8:30-12:00pm

**Presiding:** Denis Blais Strategic Planning Chair  
**Recorder:** Sarah Cornett CCLS Executive Director

**Representatives:**

James S. Dobbin, CCLS Past President  
Stephen B. Hartley  
Selwyn Sanderson, CCLS Vice-President  
Mike Waschuk

**Overview of Report Sections:**

**Environmental Scan**

**(Issues, Threats and Opportunities)**

- A. The Economy
- B. Member Associations
- C. Issues in the News
- D. Educational Institutions

**Review of Strategic Map**

**(Accomplishments, To be Done, Proposed Strategies, Budgetary Considerations)**

- 1. Public Awareness
- 2. Harmonization
- 3. Res #1 Exemption Study
- 4. Res #6 Association Web Sites
- 5. Expanded Profession
- 6. Limitations Legislation
- 7. Letters Patent
- 8. Web Forum for Associations
- 9. Senior Administrators Forum
- 10. BECC Terms of Reference
- 11. Distance learning

**New Strategies**

**(Strategic Thrust, Proposed Strategy)**

**Attracting New Members**  
**Attracting Youth to our Profession**  
**Inter-Provincial Labour Mobility**

## ENVIRONMENTAL SCAN

### A. The Economy: BMO Nesbitt Burns Economic Update

- Economy is booming in the west and variable in the east
- Labour mobility themes multiplying and expanding at all levels
- Economic boom in Alberta attracting workers from other jurisdictions
- There are current and anticipated shortages of both professional and technical people.
- U.S. is experiencing a slow down in new housing and re-sales
- Automotive sector is experiencing a re-structuring
- Canadian dollar is high putting pressure on exports
- Oil prices are low

### Threats and Opportunities

- There is a threat of an economic slowdown
- Not everyone looking for work are looking for \$\$, some are more interested in lifestyle
- Cost of living is deterring some people from moving out west
- Increased interest in free trade, reducing barriers to trade

### B. Member Associations

#### *Prince Edward Island*

- 13 Active members
- 5 over the age of 50
- 1 articling student
- Priorities: Complaints, Discipline and Continuing Education

#### *Nova Scotia*

- 170 members
- 75% over the age of 50
- 23 articling students
- Priorities: Public Awareness, Governance and Membership

#### *New Brunswick*

- 82 active members
- 45 members signing plans
- 53 members over the age of 50
- most members are over the age of 40

- 7 articling students, 2 out of Province
- Priorities: Strategic Plan, NB Land Information Infrastructure Review, Member demographics and recruitment of surveyors and technical staff

#### *Newfoundland and Labrador*

- 92 active members
- 70 members over the age of 50
- 1 articling student
- Priorities: Governance, Survey Marker Program, The Land Gazette Program

#### *Saskatchewan*

- 63 active members
- 45 over the age of 50
- 12 students in training
- Priorities: Raising the profession's profile, Attracting students to the profession, Identifying funding sources for the first two priorities

#### *Manitoba*

- 47 members
- Majority over the age of 50
- 12 members in their 30's
- Priorities: under review due to shortage of volunteers

### **Threats and Opportunities**

- Majority of members are approaching retirement
- There are not enough new students to replace retirees
- Lack of volunteers
- Burnout of existing volunteers
- Might have to tap into retiree pool or affiliate pool for volunteers
- Some associations may not be able to provide complaints services or provide an unbiased Discipline Committee
- Some associations may not have enough members to provide an appropriate level of service in their province

**A. Issues in the News - GLOBE AND MAIL ARTICLES**

*“Not your grandfather’s Kiwanis”, August 19, 2006, Rebacca Dube*

- There is a lack of volunteers
- Older set running the associations
- Young people have no time to volunteer
- Young people are not engaged in “professions”, “associations”
- Young people not attracted by traditional organizations

**Threats and Opportunities**

- Need to do more research regarding societal changes
- May have to review our traditions
- May have to address issues important to our younger members

*“Meet the new boss: Your hard-to-get employee”, August 23, 2006, Patrick Brethour*

What is it that young people want?

- Reasonable wages
- Flexibility in education
- Flexibility in benefits
- Shorter time frames to be qualified
- Entrepreneur
- Technology
- Variety
- Constant excitement

**Threats and Opportunities**

- More research needs to be done in this regard
- We need to bridge gender gaps
- We need to bridge age gaps
- We need to bridge cultural gaps
- Technical schools are bad at marketing, keep their programs alive but don’t work to expand it.
- Aptitude tests may assist students to determine their career paths
- Job shadowing may assist in attracting students
- Career counsellors should be targeted
- Attracting and recruiting offshore students should be a priority
- Attracting women should be a priority

*“Inter-provincial trade woes get short shrift as leaders prattle on”, July 29, 2006,  
Murray Campbell*

- Inter-provincial trade is a high priority for many provincial governments.
- Alberta and British Columbia land surveyors talking complete reciprocity. A license is issued to each other’s members with the payment of the appropriate dues.
- Ontario and Quebec are having similar discussions
- International reciprocity is picking up some momentum

### **Threats and Opportunities**

- Is the recognition of professional credentials a jurisdictional issue or an ethical issue? In the past, we have considered it a jurisdictional issue.
- Most associations have a code of ethics that would prohibit a member from practicing outside their area of expertise.
- Some members already cross provincial boundaries by forming consortiums with local practitioners.

## **B. Review of educational institutions**

### *University of New Brunswick*

- Cadastral program has a sufficient number of students
- Demand for students seems to be OK
- Many students go to the US or overseas
- UNB is accredited by CCLS
- Exploring the option of dropping the engineering certification, tendered contract to do a study, options being reviewed

### *University of Calgary*

- Strong engineering component
- Cadastral component is being questioned
- Sufficient number of students
- Demand for students is good
- Most stay out west
- Calgary is accredited by CCLS

### *British Columbia Institute of Technology*

- Program is under development

*Laval University*

- No crossover to other provinces
- Laval seems to call all the shots re course content
- Not accredited by CCLS

*Ryerson University*

- Cooperating with AOLS
- No law component, possibly this year
- Not accredited by CCLS

*York University*

- Going it alone as an engineering option, no cadastral focus
- No law component
- Not accredited by CCLS

**Threats and Opportunities**

- How many educational institutes do we need?
- Why can't we have a generic course?
- Why are the accreditations not being recognized?
- Common syllabus is being worked on, including process and communication issues.

## REVIEW OF STRATEGIC MAP

### 1. *Public Awareness: Guy Craig and Wayne Leeman*

#### Accomplishments

- a. Task force has been constituted
- b. PR consultant hired
- c. Terms of reference approved
- d. Inventory of existing info developed
- e. Web content pulled together
- f. Content entered
- g. Committee has reviewed content

#### To be done

- a. Suggestions for content needs to be implemented
- b. Association input required
- c. Buy search engine priority
- d. Do mailing

#### **Proposed strategies going forward**

- 3) We do not want to loose our focus of attracting students.
- 4) Need association assistance to pull mailing list together.
- 5) Should communicate with associations through the CCLS Directors, Association Executives and the Presidents Forum.
- 6) Now that we are close to going live, we can focus on content.
- 7) Should hire a curriculum specialist.

#### **Budgetary considerations:**

- *Hire a curriculum consultant, \$5000.00*

### 2. *Harmonization: Joe Johnson and Larry Pals*

#### Accomplishments

- a. Terms of reference developed
- b. First face to face meeting held
- c. Follow-up teleconference held
- d. Learning outcomes & study guide being developed
- e. Consultant hired – Jim Simpson

#### To be done

- a. Second face to face meeting

**Proposed strategies going forward**

- 1) This initiative supports our mission of attracting students to the profession.
- 2) It is good to remember that our goal is to attract students by making the career/qualification path clearer.
- 3) Speaks to inter-provincial trade issues.
- 4) This initiative is on tract.
- 5) Momentum must be maintained.
- 6) Critical to have all associations/boards adopt the common syllabus.
- 7) Communication will be important.

**Budgetary considerations:**

- *Consultant to work on syllabus and equivalency process, \$5000.00*
- *Second face to face meeting, \$4000.00*

3. *Resolution # 1 – Exemption Study*Accomplishments

- a. Permanently put on hold because it is not feasible
- b. Too many variables to be useful, current.

To be done

- a. Advertise equivalency process to institutions

**Proposed strategies going forward**

- 1) The Harmonization Committee concluded that there were too many variables to provide a comprehensive or even current list of equivalencies.
- 2) The Committee thought it would be more beneficial to advertise the equivalency process.
- 3) Strategic Planning Committee concurs with this strategy.

**Budgetary considerations:**

- *None*

4. *Resolution # 6 – recommendations re: association web sites*Accomplishments

- a. Study completed

To be done

- b. Communication required

**Proposed strategies going forward**

- 1) Communication at the Presidents Forum and the Association Executives Forum may be appropriate.

**Budgetary considerations:**

- *None*

5. *Expanded Profession*Accomplishments

- a. Report was completed in 2005.
- b. Too many variables to expect consensus at this time.

To be done

- c. New strategies need to be discussed.

**Proposed strategies going forward**

- 1) There is no definitive expanded profession model.
- 2) The term “Expanded Profession” needs to be re-surveyed.
- 3) A more appropriate term may be “Embracing the whole profession”
- 4) As inter-provincial trade is opened up, this issue may become a priority.
- 5) Free trade makes this issue a priority.
- 6) If the whole profession is not embraced, other countries may have a distinct trade advantage because the licensing is not equivalent.
- 7) We will lose our ability to govern the profession if licensing of the entire profession is not considered because professionals outside the country may not be required to register.
- 8) With the lack of volunteers within associations and the pending attrition in membership, some associations will need to address specific issues such as their discipline process. How do they constitute a discipline panel that is without bias?
- 9) Rather than try to tackle the broader issue the term “Expanded Profession” suggests, it may be helpful to take smaller steps.
- 10) Perhaps we should focus on certain aspects of our legislation that may become an issue for the member associations such as discipline and perhaps look to harmonize our legislation as it pertains to definitions and membership categories.
- 11) These are some of the building blocks that may lead to a consensus regarding “embracing the whole profession”.

**Budgetary considerations:**

- *Hire a consultant to complete some research regarding Provincial legislation as it pertains to definitions, membership categories and discipline, \$2500.00.*
- *Hold a forum on Legislation, \$12,000 to \$15,000 to review some of the challenges we may face as membership in the profession shrinks.*

6. *Limitations Legislation: Earl Robinson*Accomplishments

- a. Report has been completed.

To be done

- d. Final communication required.

**Proposed strategies going forward**

- 0) Communication at the Presidents Forum and the Association Executives Forum may be appropriate.

**Budgetary considerations:**

- *None*

7. *Letters Patent: Ray Pottier*Accomplishments

- a. No progress

**Proposed strategies going forward**

- 1) This is a longstanding housekeeping issue.
- 2) Need to align our Letters Patent with our present working structures.
- 3) Sarah needs 3 un-interrupted days to work on this.
- 4) Executive Committee should schedule the requisite time before Jan 1, 07.

**Budgetary considerations:**

- *None*

8. *Web Forum For Associations*Accomplishments

- a. Web forum has been created
- b. Ria trained associations

To be done

- f. Promote use of Web Forum at Presidents Forum
- g. Monitor Use

**Proposed strategies going forward**

- 1) This initiatives needs to continue to be on our agenda.
- 2) We should continue to encourage the Associations to provide content.
- 3) We may want to develop a National Web Site strategy to address issues:
  - . Where does CCLS web site fit in with the member association web sites.
  - . Some member associations, due to their size, are struggling to maintain their websites. Can other associations help out?
  - . Are there synergies to be had to keep maintenance costs down.
- 0) Suggest we start with a discussion about CCLS's web site and its fit.
- 0) Look for Associations willing to help out the smaller associations through President's Forum, Association Executives Forum.

**Budgetary considerations:**

- *None*

9. *Senior Association Administrators Communication Forum: Executive*Accomplishments

- a. First teleconference was held in the first half of 2006
- b. Attendance was reasonable

To be done

- a. Next teleconference is scheduled for November/December

**Proposed strategies going forward**

- 1) Communication and coordination of efforts should continue to be a priority.
- 2) CCLS should be providing the leadership to make this happen.

**Budgetary considerations:**

- *None*

*10. BECC Terms of Reference: Executive*Accomplishments

- a. Report on issues has been completed
- b. Board has approved the report

To be done

- a. Recommendations must be implemented
- b. Committee must be appointed

**Proposed strategies going forward**

- 1) There are two Universities in the country that have been accredited by CCLS.
- 2) Since these universities have gone to the trouble of being accredited by CCLS, there should be a concerted effort to recognize these accreditations across the country without reservation.
- 3) The development of a core syllabus together with the Labour Mobility Agreement may convince all provinces to recognize these programs.

**Budgetary considerations:**

- *None.*

*11. Distant Learning*Accomplishments

- a. Has a steering committee
- b. Built consensus

To be done

- a. Needs a strategy to get the momentum going

**Proposed strategies going forward**

- 1) CCLS could provide a forum and facilitator to bring the steering committee together to develop the program, or

- 2) CCLS to provide a years worth of electronic communication to bring the steering committee together to develop the program, and
- 3) CCLS to provide seed funding for 1 course that will benefit every association. Secure a forum for delivery, have associations flog to membership. If successful, all revenues generated from this effort will be used by the steering committee to deliver a second effort. After the exercise, the steering committee can re-evaluate the initiative.

**Budgetary considerations:**

- *If the face to face forum is the preferred option, \$8000.*
- *If electronic communication is the preferred option, \$2000*
- *Seed funding for one course, \$5000*

## NEW STRATEGIES

### ATTRACTING NEW MEMBERS

#### *Strategic Trust*

- To attract people, we need to better understand what motivates them.
- There are societal changes occurring that we need to better understand.
- If we hope to attract people, we need to provide more awareness of the societal changes occurring.

#### *Proposed strategy*

- Invite Claudia Newman, Consultant, to discuss the issue at Presidents Forum in Ottawa
- Propose the diffusion of a seminar dealing with cultural shifts
- Propose AOLS Annual meeting in Ottawa
- Cost share the seminar with AOLS or donate development of presentation
- Budgetary considerations \$1000 to \$4000

### ATTRACTING OUR YOUTH TO THE PROFESSION

#### *Strategic Trust*

- If we understand our youth, we can use this understanding to attract their attention
- We need to know what they are thinking, where they are spending their time
- Need to understand what motivates them
- This type of information could be of assistance to our member associations

#### *Proposed strategy*

- Hire a consultant that deals with youth and youth issues to come and speak to Strategic Planning Committee
- Strategic Planning Committee research youth, youth issues
- Feed information to CCLS committees and member associations
- Budgetary considerations \$500

**INTER-PROVINCIAL TRADE****Strategic Trust**

- Inter-provincial trade is once again a topic of interest
- We need to discuss some of the implications to the elimination of trade barriers
- We need to build consensus regarding fundamental principles

**Proposed strategy**

- Kick start the discussions starting at the Presidents Forum
- One of the first questions that may be put forth is:

“Practicing in another jurisdiction” - Should this be a jurisdictional issue governed by legislation or an ethical issue governed by a code of ethics?

- Budgetary considerations, no cost