

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

Meeting February 7-9, 2008
Fort Garry Hotel, Winnipeg, MB

MEETING NOTES

Thursday, February 7, 6:00 pm - 9:00 pm

Friday, February 8, 8:30 am - 5:00 pm

Saturday, February 9, 8:30 am - 2:00 pm

Presiding: Denis Blais Strategic Planning Chair

Recorder: Sarah Cornett CCLS Executive Director

Representatives:

Bert Hol, CCLS Past President
Selwyn Sanderson, CCLS Vice-President
Mike Waschuk
Norm Coté
Jean Claude Tétreault

Objectives

1. Recommendations
2. Priorities
3. Organization (CCLS)
4. Budget/Resources
5. Strategies/Action Sheet

Outcomes

1. Matrix of priorities with attendant strategies – looked at JC/Sel documents
2. Conventional strategic plan, vision/mission/values, main pillars/strategic directions, objectives, goals,
3. Push to wrap some of the current initiative – better define the final deliverable

Vision/Branding

A discussion concerning the role of the Strategic Planning Committee was initiated. The Committee weighed the need for a vision for the profession as a whole against the need for a vision for CCLS as an organization.

The conclusions drawn were that:

1. The role of this committee was to generate a Strategic Plan for CCLS as an organization.
2. It was the responsibility of the Future Task Force to generate a plan for the Profession as a whole.

Branding as a concept that we might consider embracing was put to the committee for consideration.

Environmental Scan

a) Economic trends

AB/SK/BC - Have had 5 years of growth

AB has royalty issues, carbon tax, election resulting in some uncertainty

Unemployment is low resulting in higher wages

MB – slightly above average, fairly even keel

ON – housing is strong

ON/QC – manufacturing is suffering, possible recession

Eastern Provinces – not in a downward trend, more mines and minerals exploration, forestry in downward trend, tourism up, housing levelling off from an upward trend, unemployment not a concern

USA – recession possible

Globalization – provides some buffer but still huge influence from USA

Carbon credits – resulting in investment in technology

General sense of uncertainty

b) Social trends

Communication, information overload

Commission on fair access to the professions

Quebec reciprocity of accreditation with France

Outsourcing of technical work to other countries

Advertising – traditional newspaper is out, yahoo banner is \$25,000 per day, text messaging, directed ads, ‘smart’ ads

Demographics – 20-30 year olds not as likely to volunteer, not a habit, need to get younger set to volunteer, want weekends to themselves, moving away from traditional volunteer organizations

Volunteerism gap – older set done, middle set has young families, younger set not interested/different mindset

Attracting the younger demographics (the gamers) to volunteerism – they want to volunteer in a different way, such as through an electronic forum not a weekend in Winnipeg hotel. Examples - CBEPS forum for candidates, geo-caching, etc...

Demographics – echo generation working fewer hours and fewer years, one individual does not replace one baby boomer

c) Government priorities

Accountability

Harmonization/Labour Mobility – TILMA –likely to expand through time

For Canada - Spatial data infrastructure, CCOG, Cadastral Base Map, Should get representation on CCOG

Competition Bureau – report issued, remove barriers to fair trade, vetting areas of restricted practice, advertising and pricing restrictions challenged

P. Eng. 12 years of experience for a technician gives you a limited P. Eng.

Foreign Trained Professions

Environment – carbon tax/credits,

Expanding the scope of exclusive licensing is unlikely (unlike the USA)

d) Education trends

Higher tuition and other expenses

Post secondary institutions, especially universities, are run more like a business

UNB trying to further reduce engineering core – reluctance of students to spend 5 years to qualify for a professional designation

Tight university budgets

Business has a larger influence on education than do professional groups

Accreditation – how responsive are the universities to demands of accreditation programs – is it needed? –

Engineering accreditation format supports the ethics based profession

e) Member Association Status

Demographics – Average age 50+, BC/AB/SK lower average age

Budgets – Revenue down, Expenses up, especially for smaller associations

MB, SK and ACLS steady

NB membership down 10-15%

MB 49 – gradual decline

SK 70 steady

CL 500 steady

BC 300 steady

ON 600 steady

QC 900 steady

Association Priorities:

SK – career awareness (surveyor in a crate, going to schools, job fairs) relies on volunteer labour,

MB – career awareness (accredited courses at Red River College), push to complete the changes in the Act (complete rewrite has been going on for 6 years),

NB – renewing strategic plan, more of a national focus, passed resolution to join CBEPS, update of governance (act, regulations and by-laws), career awareness, past push to create partnerships was successful (UNB, government, engineers, etc.)

BC – by-law changes to facilitate TILMA, career awareness push, organizational structure (efficiency, human resources)

CL – career awareness focus on aboriginal people, new web site, national conference, national awards (frame it as a career awareness initiative), distance learning

Threats

1. Relevance of CCLS to individual surveyors – CCLS deals with high level issues
2. Fewer members means less revenue
3. Lack of members may result in an inability to service the public, pressure to allow technicians to do the work
4. Erosion of surveyor's self-worth due to public's perception of surveying
5. Governance structure is cumbersome
6. Reliance on volunteers coupled with volunteer burnout
7. Communication – web based, demographics means this is difficult, not all members are web savvy, information overload, generation gap
8. Other organizations (CCOG, CIG, GIAC) fragmented national agendas

9. Issues not being addressed in a timely manner
10. Only as strong as our member associations, some of which are struggling
11. Lack of representation/relevance at government (i.e. CCOG)
12. Slow decision making process
13. CCLS Budget
14. Accountability continues to challenge CCLS
15. Ability to say 'No' to initiatives continues to drain focus from CCLS priority initiatives.

Opportunities

1. Leadership of profession
2. Foreign trained professionals
3. Creating partnerships – networking opportunities
4. Mandatory Professional Development – providing solutions, i.e. distance learning
5. Exploiting the Canadian Surveyor Brand
6. Accreditation of Universities
7. CCOG – influence, communication
8. Better communication
9. Career awareness
10. Grow support
11. Funding from government (trade issues)
12. Opportunity to evolve
13. Opportunity – economies of scale, provide service rather than facilitate
14. President's Forum
15. CCLS could send monthly news from various associations to national audience – add association news to Forum

CCLS Organizational Strengths

Brainstorming
 Understanding the big picture
 Experience
 Continuity
 Volunteers
 Executive Director/Staff
 Coordination
 Networking

CCLS Organizational Weaknesses

Unwieldy Governance, No Authority to commit
 Volunteers; reliance on, quantity, accountability
 Communication
 Lack of resources

Governance

We need:
A director who can commit
Better orientation of all volunteers
Defined deliverable

Some issues require individual council decisions i.e. financial, legislation, committee association resources

Some decisions can be made by the director i.e. budget, volunteers, initiative, priorities,

Some initiatives we need to show leadership and encourage compliance, must demonstrate that it works

We need to improve the culture of support for the group decision – difficult when the director is isolated within his/her own association after leaving the CCLS table.

CCLS Organizational Values

Cooperation
Transparency
Accountability
Communication
An Open Mind and a Broad Perspective

KEY PRIORITIES

- 1. Communication**
- 2. Becoming more relevant**
- 3. Coordination**
- 4. Existing National Action Worksheet**
- 5. National Leadership**
- 6. Reviving and developing the profession**
- 7. Engaging the membership**
- 8. The health of the organization**
- 9. Service to the profession**

1. Communication

Recent experience would suggest that a different message was being received by each association who have participated in a CCLS presentation notwithstanding that it is being delivered from the same PowerPoint file and speaker's notes.

Language is an issue and more clear language is needed. For instance the term harmonization and acronyms such as CBEPS, BECC, etc. are not clear to individuals outside the CCLS environment.

Historically, back in 1960 most people were exposed to Radio (2 stations), TV (3-6 channels), a Newspaper, Flyers, Mail and these forms of communication were primarily a weekend activity.

In 2007/2008, we can be exposed to Radio (100's stations), TV (100's channels), Newspapers (several), Internet (instant messaging), Phone (text, cell), Flyers, Mail.

Who is sending the message and what priority the receiver gives the message has an impact on whether it is effective communication. Typically, priority is given to:

1. Work
2. Family
3. Home Association (for professionals)
4. Community
5. CCLS

Subject line is important as the delete or open button can be pressed based on it.

Critical to our communications is feedback.

Asking for feedback could provide impact and engage people. It is important to get feedback when developing strategies for some of our initiatives.

Example: ABCLS sent a two question survey with survey monkey asking, "When were you commissioned" and, "When do you plan to retire?" The cover note said that this will take 10 seconds to answer.

CCLS could gather data on behalf of the associations such as:

- Where were you educated?
- How were you commissioned?
- Do graduates have the right skills sets?
- Who should we target?
- Ask students what they think of the process to become a surveyor?
- Feedback from recent grads/commissioned surveyors on process?

What is important to you in your professional life?

1. Don't know
2. Recognition of what you do
3. Respect from outside the profession
4. Client satisfaction
5. Expertise that is recognized at the highest level

2. Relevance

How: Getting things done, Have to focus

Who: Existing members (member association)

What: Existing action list

When: Sooner

Volunteers

- Need more salaried employees

- Fewer volunteers
- Depend too much on volunteers
- Not getting things done
- BC – just hired a consultant to study governance structure
- Volunteers are good at ideas and consultation but shouldn't be relied upon to implement and produce the deliverables
- Some associations can hire, others cannot
- Good economy resulting in healthy associations
- Good economy however will not change the demographics – i.e. boomers still will cause a gap when they leave en masse
- Untapped market – Foreign trained professionals, perhaps a CBEPS initiative – various responses/demand in various regions – Takes 5 years for an FTP to be licenced.

3. Coordination

Opportunities of Scale

- Facilitate & Coordinate
- Continued Professional Development
- Career Awareness
- Publications
- Sharing resources for smaller associations, administration

When looking at successful initiatives, we reviewed what it takes to deliver a national product.

Career Awareness

Youth Portal (map of Canada with active links to association sites, university sites, etc.)

Surveyor in a crate, 6 of 11 are participating, \$60,000 to create crate, volunteer contribution

Swag – associations

Consultant hired

National Initiative

It took a champion with serious time and commitment

Associations cooperation for seed money

Associations are the distribution network

Consultant (bought expertise)

Committee of volunteers – a few individuals, tight committed group

Result – short time frame, quick decisions

Opportunity to bring in other associations

Opportunity to create a virtual crate

Opportunity for ANBLS to provide in-kind translation contribution

4. National Action Worksheet

Worked through action sheet with these questions in mind.

1. Is it something CCLS should do?
2. What is it's priority?
3. Define the finished deliverable?
4. What will it take to get done?
 - a. Cost
 - b. HR
 - c. Accountability
 - d. Strategy
5. Authority

Future Task Force Recommendations:

Need to get phase 2 going

Terms of reference to develop a business case including an organizational chart, costing, savings, Budget for task force 2008 is \$5,000

HR for task force: Competencies, numbers, regional representation etc.

Business Case Task Force:

Jim Statham, Louise McSheffrey, Hugh O'Donnell or OAGQ Vice –President Jacques ?, Mike Waschuk, Carl Freisen as Chair.

This group can develop the business case for the future vision as the next step in exploring this option.

Alternate strategy: Start with the students and support them in creating an organization for them and designed by them. CCLS can provide some financing and some leadership/wisdom but let the young create a solution for the young. We can't think the way the young do. The old will only create a forum for the old.

Focus Group Task Force:

Graham Bowden (Ryerson), Raymond Houde (Laval), Dave Coleman (UNB), Chair (Daniel Fortin), representative from ALSA or the University Geomatics Engineering Liaison Committee (UofC), Ian Lloyd (BCIT).

Use a focus groups of students, not just cadastral students, with a facilitator to guide discussion and record input.

Provide background on the issues and problems with the status quo from the future presentation.

September target for student focus groups at 5 universities UNB, Laval, Ryerson,

Budget can be used for the 5 groups for pizza and minor travel for facilitators.

International

Recommended Policy - Monitor international trade agreements and policies for impact on licensing.

Circulate Forum to NSPS executive and office, ask for communication from associations with state connections.

Possibly have Wayne go to the New York state association meeting and meeting with NSPS representatives there.

Wayne and Dick have done substantial amounts of good work, laid a solid foundation and established valuable connections for continued monitoring of issues. This should be maintained as much as possible.

Railways

Sarah could arrange to meet in April when in Ottawa for PLIC. Topics for discussion could include: discussing what each organization does, access to records and physical evidence, as described by Directors at the annual meeting.

Survey Law Text

Recommend a call to all surveyors in Canada for chair and members of a steering committee. Provide backgrounder on recommended process (i.e. steering committee, editorial board, authors, needs assessment, potential methods of publishing) and draft terms of reference using CCLS template.

Promote National Awards Program

Find out about the poster process: what is it used for, who gets it, who knows about it. Stress a career awareness perspective when promoting program: "Promote your profession by telling others about your most interesting work."

Addendum: As part of this report, financial projections should be seriously considered.