

2. Review Background Material

Circulated for the participants to review prior to the meeting were two previous documents related to Professional Surveyors Canada forum discussions. These were the summary reports on Professional Surveyors Canada discussions from the February 2009 CCLS Interim Meeting and the May 2009 CCLS Annual Meeting.

A comment from a recent Presidents’ forum, attributed to Dave Gurnsey from the Saskatchewan Land Surveyors Association, was paraphrased to the group. Dave had noted that we as licensing body leaders are going to have to trust each other and trust the Board members that take on the challenge of getting the new organization up and running. This trust is warranted as we all want what is best for the profession.

Denis Blais gave a brief background of the CCLS structure and the reasons for moving to a new structure with Professional Surveyors Canada. The following points were noted:

- In 2003 a decision was made to have only 11 clients, the licensing bodies.
- The decision was necessitated by the limited resources (about \$165 K, now \$178K).
- CCLS did not have the resources to have 2800 clients (individual surveyors).
- The decision was also made to define the CCLS mandate in terms of building consensus and suggesting strategies for the licensing bodies on key issues.
- This mandate was possible given the budget and the governance structure of CCLS – the licensing bodies controlled the budget and the agenda.
- Within that framework, CCLS has had successes in the past 6 years but the time frames are in the order of years and there has been growing frustration with the CCLS structure because of this.
- The proposed reorganization will identify clients as the 2800 individual surveyors and create a member focused mandate.
- The proposed reorganization will need new resources to be able to fulfill its mandate.

3. Define "Member Driven" or "Member Focused"

Goals/Objectives:

It was suggested that Professional Surveyors Canada can serve 2 functions:

1. Coordination and consensus building of the 11 licensing bodies (current CCLS function)
2. Providing valued services to the 2800 professional surveyors as the key initial individual members

11 Licensing bodies	2800 Individuals
<ul style="list-style-type: none"> • Continue to coordinate and be a facilitator for the licensing bodies • Consensus building • With the \$178,000 current budget 	<ul style="list-style-type: none"> • Member driven / Member focused • Concepts that need to be clearly defined and explained • Decisions made by the profession • Services provided to the profession

<ul style="list-style-type: none"> • Cannot tell licensing bodies what to do • Cannot infringe on licensing bodies mandate 	<ul style="list-style-type: none"> • Important for each of those 2800 professionals to be connected • What is Professional Surveyors Canada going to provide to make that connection? • It has to touch them personally and offer them value
<ul style="list-style-type: none"> • Do not want to duplicate licensing bodies services 	<ul style="list-style-type: none"> • Do not want to duplicate licensing bodies services

Brainstorming on services of value to individual professional members:

Topic 1: Step out of the licensing body perspective, and consider the question, “We are starting an organization for a group of individuals with a common attribute and we want to get their attention. What are we going to offer?”

- Education / Professional Development (Offer specific content for individuals to educate themselves)
- Networking Opportunities (Conferences and others)
- More opportunities that translate to more money for me
- Advocacy:
 - Communication with government (provincial/municipal bodies), public bodies
 - Put forward profession’s position
 - Leverage the strength in numbers concept
 - Watch for and research potential legislation
 - Hire lobbyist
- Recruitment (Career Awareness)
- Professional Recognition:
 - Public Awareness
 - Public advocacy
 - Publicist – getting stories about surveyors into media, interesting projects, interest in issues of the day, position papers
- Knowledge Center (Atlas), Referral Service, Surveying Content
- National Magazine
- Overall objective and long term raison d’être

Topic 2: Who are the members? How do we define Professional Surveyors?

Essence of the word ‘professional’:

- High standards
- Ethics
- Skills/Knowledge
- Liability Insurance (if providing service to public)
- Quality Assurance
- Credibility and Trust
- Accountability

Licensed surveyors (i.e. full members of the licensing bodies) are the only ones that have all of these credentials; therefore, these **are the members of Professional Surveyors Canada** by definition.

Associate membership category for:

- Non-licensed members of licensing bodies
- Survey staff and technical people
- Academics
- Anyone interested ...

Topic 3: What will you pay for professional recognition (public awareness) from this new organization that is offering it to you?

Range was \$0 to \$750

Reasons were:

- I recognize that improving public perception is needed.
- If I'm busy and the economy is good, why would I need it?
- Up to the equivalent of 5 hours of my time because the current demographics of the profession scare me.
- It will reduce my volunteer time and currently many person hours are 'lost' to volunteering.
- I am a mature surveyor making a good living and I know that it takes staff and resources to run a good organization.

This gives us an approximate price point for member participation in a public awareness campaign.

Topic 4: Identify a specific product and the target audience; a specific theme that would blow people away and provide that "Member Focus".

The following was recognized as the basis for the discussion:

- Need to do one or two things well
- What we have now is a concept for Professional Surveyors Canada but with \$0 dollars. (Current CCLS budget of \$165,000 is licensing body money that is servicing the licensing body client base and will continue to be needed to do that – any additional service to the individual client base will need to be 'new' money)
- We have pledges from AOLS and ACLS \$30,000 for branding/start-up
- We have no product
- Target budget is \$350,000 – bare bones 'guestimate' to run a national body providing some service to 3000 members
- We need to know how to produce a product and convince individuals to buy it.

Product #1: Stand-out (i.e. 'Kick-ass') Professional Development System

- Seminar or distance learning based-webinar
- Professional presentation and content
- Miles ahead of what the licensing bodies are producing in-house
- Supported by licensing bodies
- People will pay for quality (but threshold varies by region)
- Development costs vary by subject area and level of customization

Product # 2: Stand-out (i.e. 'Kick-ass') Public Awareness Campaign

- One that will attract \$\$ from the individual surveyor that we need to connect with - the one we never see or hear from

Other points made during the discussion:

Good news that OAGQ members voted almost unanimously to spend money on public relations at the recent annual meeting and the AOLS, ACLS members and others agree on this.

Weakness: Each licensing body that has an executive director who has continuity and corporate knowledge. There needs to be involvement by these people and use of this resource.

AOLS and ACLS have both committed to start up funds to Professional Surveyors Canada. AOLS offered to contribute portions of their specific budget for public relation and content for continuing professional development. ACLS offered funds for branding and communication.

4. **Vision/Mission/Values**

Vision:

Vision of the Future Initiative from 2007:

Surveying in Canada prospers by establishing a cohesive, member-driven, ethics-based national licensing body for professional surveyors that offers a united voice, economies of scale, and a solution to the fragmentation of the 11 current surveying licensing bodies.

Vision for Professional Surveyors Canada from February 2009

Leadership for the Canadian Surveying Profession

What do we want Professional Surveyors Canada to be:

- Member driven
- Well being of the profession as its focus
- Service provider for its members
- Service outside of legislative mandate

Components of a Vision for Professional Surveyors Canada:

- Your Voice in Canada
- Offering member service
- Offering top quality service to its members
- Ensuring your future
- Expanding your future marketability
- Remaining competitive
- Moyen de travail un employeur a la hauteur de vos aspiration (the means to achieve your career aspirations)

Vision by Jean-Claude:

By providing relevant services that continuously improve, Professional Surveyors Canada is recognized as the leading organization by members, stakeholders, and Canadians in developing excellence in Surveying.

Mission:**CCLS Current:**

The Canadian Council of Land Surveyors is a national consensus based enabling forum providing proactive leadership to its member licensing bodies. Its prime objectives are to provide national strategies, and national and international representation for land surveyors within the geomatics profession.

Professional Surveyors Canada from February 2009:

Professional Surveyors Canada offers clear strategic direction, national recognition and world class services to a member-driven, ethics-based, integrated surveying profession.

Professional Surveyors Canada Mission Brainstorming:

- By being their voice/advocacy in industry, education, government, public, nationally/internationally
- By providing member services that advances/enhances the individual and the profession
- By serving as a coordinating body for national issues at all levels
- By focusing on members,
 - Those that have all of the attributes of professional that were described earlier
 - By definition they are therefore licensed surveyors – i.e. members of the 11 licensing bodies
 - There will be room for associate members, but Professional Surveyors Canada members should be ‘professional surveyors’
- To work collaboratively with our membership to build their knowledge and skills, to build trust and confidence in the profession, and to promote the profession.

Values:

1. Members meet the highest of professional standards
 - Customer focused
 - Excellence
 - Growth
 - Harmony/integrity
 - Leadership
 - Quality
 - Teamwork
2. Stand up for its members
3. Build reputation of its members
4. Promote professional surveyors and their products/services
5. Build trust and confidence in the profession
6. Build competence of the membership
7. Member focused

Strategy Decision:

Give these basic ideas for vision, mission, and values to a marketing/branding professional to get good, professionally crafted statements that appeal to the target audience, especially the young and future professional.

5. Strategies

This session developed strategies for addressing specific aspects of developing Professional Surveyors Canada.

Developing a Professional Development Product:

Current Resources:

- \$0 budget
- Working relationship with licensing bodies
- Current ACLS/AOLS partnership on Distance learning – looking for a course (“Getting it right” a possibility) which Professional Surveyors Canada could take over – requires handshake agreement between Professional Surveyors Canada and ACLS/AOLS
- Revenue stream potential – requires strategy for sharing costs/revenues for delivery through other organizations (licensing bodies, CIG)

Required Resources:

- Stand-out course to take across the country
- \$50,000 ‘guestimate’ to develop a seminar professionally

Kick Start Strategy:

- Investigate borrowing initial development funds from a licensing body
- Readily available content: “Getting it Right” and/or “Party Chief” Seminars
- Employer Readiness Seminar (possibly as an add-on) possibly with HRSDC funding
- Public awareness image for employees – the face and image of the profession – nice link to Public Awareness Campaign – simple to develop and deliver (common sense approach)
- \$150 is approximate price point for client base
- 1500 individual customers is the target audience
- Partner with existing conferences: ACLS annual meeting, CIG Calgary June 2010
- Offer as educational component of licensing body annual meetings or add on a day as a stand alone session
- Use revenues to develop next offering

Developing a Public Awareness Campaign:

Current Resources:

- \$0 budget
- Seed money from AOLS Public Awareness budget
- Recognition that there is a place for PR at the licensing body level (mostly career awareness focused) but there is also a need that is not being met beyond what is being done by the licensing bodies (promotion of the profession focus)

Required Resources:

- \$100,000 ‘guestimate’ for initial offering
- Professional consultant

Kick Start Strategy:

- Hire a fundraiser on contract, base salary and % incentive, to get seed money directly from individual members

- Sell advertisements to gold/silver/bronze sponsors – going to individual members directly
- Set target amount and only commit to action when target is reached
- Leverage existing initiatives
- Develop press releases – existence of Professional Surveyors Canada, member service offerings
- Pick one national issue, do not duplicate what licensing bodies are doing, licensing bodies are targeting students and career awareness
- One national issue is title insurance, can develop from perspective of promoting value of professional surveyors product rather than direct attack of title insurance product
- Find a marketer to do the background research, write a proposal, and use that proposal to raise funds from individual members to hire the professional to implement the proposal.
- Then use that same marketer to use the public awareness slogan as marketing for Professional Surveyors Canada.

Developing Governance Structure:

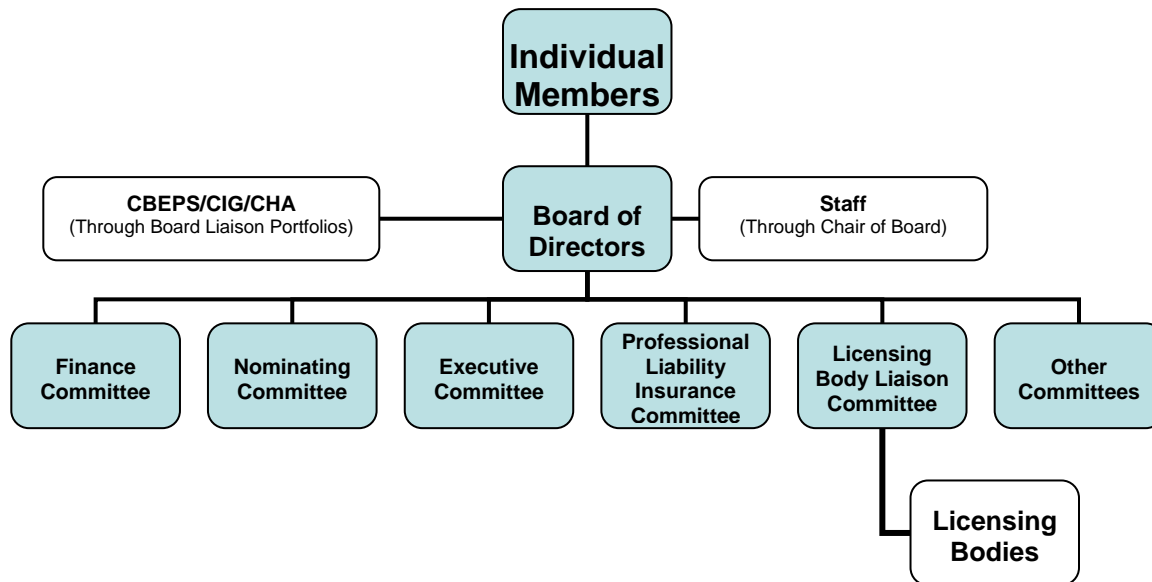
The rational for electing rather than appointing Directors to the Board:

Licensing Issues:	Non Licensing Issues:
Licensing bodies must have comfort level that Professional Surveyors Canada will not interfere with licensing issues. <ul style="list-style-type: none"> • Labour Mobility • Recognition of foreign trained professionals 	Director does not have to go back for permission (unless it asks for money from the licensing body) <ul style="list-style-type: none"> • PLIC • Public Awareness
Therefore the Director will not be able to make decisions on these issues and does not have to be controlled by the licensing body	Therefore any Director decisions on these issues will not affect licensing and does not have to be controlled by the licensing body

The Basic Governance Structure:

- 12 member Board with staggered 2-3 year terms
- 1 Board Member from each electoral colleges (licensing body) plus the past chair
- Chair, Vice Chair, Secretary, Treasurer each elected by the Board from within the Board
- Each Board Member responsible for a committee or portfolio
- Financial Committee lead by Treasurer
- Nominating Committee responsible for finding a competent nominee from each electoral college
- Executive Committee
- Licensing Body Liaison Committee – liaising with licensing bodies and facilitating the consensus building/strategy development function that CCLS now serves – maybe the Presidents’ Forum
- Government and Public Affairs Committee
- Education Committee: Distance Learning and Continuing Professional Development
- Strategic Planning Committee
- PLIC
- Members Services Committee
- Liaison with CBEPS, CIG, CHA

Organizational Chart



6. Discussion on Representation and Communication

- Budgeting will be approved at an annual meeting of the members
- Motions from the floor directing licensing body business will not happen
- Communication should be increased with the licensing bodies through a dedicated committee
- Licensing bodies will be able to bring issues related to licensing to the table and direct the resulting initiative and make the ultimate decisions the way they do now with CCLS.
- Members will need to trust the individual members of the Board and the Board as a body to make decisions in the interests of the profession nationally
- Building flexibility into structure to allow future leaders to evolve the organization.
- Focus currently is on members of the licensing bodies and interest of the profession as reflected by that membership.
- Flexibility includes general membership requirements (aspects listed as 'professional'), electoral colleges (begin with licensing bodies but could expand), associate membership (other categories could be added).

7. Discussion of Next Steps

Strategic Direction and Governance Approval:

1. Strategic Plan document published by committee
2. Strategic Plan to CCLS Board for approval
3. Governance Documents created (letters patent, by-laws)
4. Directors provide information to licensing body Councils
5. CCLS Members (licensing body representatives) meet and vote to create Professional Surveyors Canada
6. Register new letters patent, by-laws

Communication:

- Announcement possibly at Huntsville AOLS AGM Feb 2010
- Opportunity in Regina March 2010 CCLS/SLSA AGM
- Ceremonial signing of something at all 2010 annual meetings
- In French and English
- Géomètres Professionnels du Canada suggested name translation

Targets over 3 years:

	2010	2011	2012
Professional Development	<ul style="list-style-type: none"> • Work Place Readiness Training for Surveyors hiring FTPs • 1 or 2 Courses 	<ul style="list-style-type: none"> • 2 Courses 	<ul style="list-style-type: none"> • 2 Courses
Public Awareness	<ul style="list-style-type: none"> • Branding • Title Insurance Campaign RFP • Fundraising – set goals 	<ul style="list-style-type: none"> • Identify Topics • Fundraising 	<ul style="list-style-type: none"> • Identify Topics • Fundraising
Annual Meeting	<ul style="list-style-type: none"> • Potential June Calgary, CIG May St. John's ACLS 	ACLS Yellowknife	ACLS/SLSA CIG
Coordinating Licensing Bodies	<ul style="list-style-type: none"> • \$100,000 HRSDC for harmonization (labour mobility, recognition of foreign trained professionals) • Labour Mobility Monitoring • Finalize Accred. Process and Transfer to CBEPS 	<ul style="list-style-type: none"> • Issues from Licensing Bodies 	<ul style="list-style-type: none"> • Issues from Licensing Bodies
PSC	<ul style="list-style-type: none"> • Communication • Target associate members 	<ul style="list-style-type: none"> • Communication 	<ul style="list-style-type: none"> • Communication

CIG:

- Professional Surveyors Canada needs to be about relationships and many groups are going to want to know how they fit into the picture.
- Situations are delicate and communication is key.
- Looking forward rather than back.
- Meeting in Montreal to continue to move carefully with communication.

Branding:

- Needs to start yesterday.
- ACLS contributing funds.
- Need to get proposal.
- Need to talk to Wolfworks

Action Plan:

1. Executive meeting needs to take place to review output. Executive has communication function.
2. Presidents Forum – 2 weeks in NS - “will need some meat on the bones”
Sarah to prepare briefing paper ASAP in time for Exec and NS Pres Forum
 - values
 - membership
 - 3 year plan
 -
3. Presentation to directors – based on this session – strategic plan, strategic map
4. Committee members to contact directors individually
 - Bob – call BC and AB Directors
 - Mike – call MB and SK Directors
 - Norm – call Ray, Gary
 - Exec includes Sel and Kent
5. Letters patent and by-laws development
6. Ask for communication funding for a professional communication plan
7. Presentation to the presidents at a forum similar to the Winnipeg forum, at the March 2010 CCLS AGM in Regina, with branding proposal, by-laws, to present.
8. Then a Council road show? By teleconference? Use committee members, director, president, and add CCLS by teleconference. Should be after the presidents’ forum so that Presidents are informed and on board.
9. Change management strategy. Executive to meet w/ Sarah to discuss staff, roles, tools.
10. Members meeting ratified by licensing bodies
11. Two months to get registered
12. Get to work on:
 - Course Development for delivery
 - PA Campaign RFP
 - RFP for fundraising – March 2010

8. Wrap Up:

- Will get report and could have strategic planning committee teleconference to discuss it.
- We have a go-forward plan but will need to get it down on paper.
- Goals are established and distinct roles of licensing bodies and PSC have been made clear.
- Still need work of vision/mission with help from professional
- Still need to work on processes and details.
- Need to get to the membership level in delivering the message.
- Funding remains barrier to be overcome.
- Need to go step by step and get it right – we only have one shot and it should be a 50 calibre shot.
- We now have something that will resonate with everyone.
- Communicate, communicate, communicate,
- Be positive, positive, positive,