

Association of Ontario Land Surveyors

*Strategy Plan
2019 – 2024*

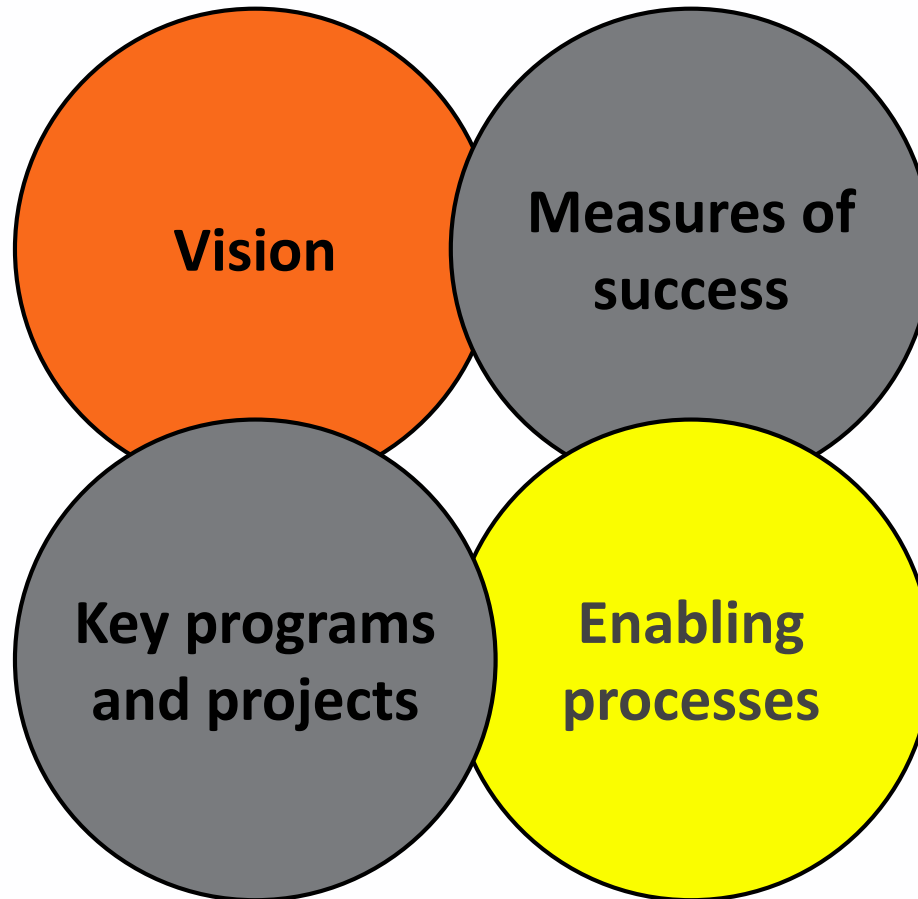
*Webinar Presentation
June 5th, 2019*



Why the AOLS Should Develop a Strategic Plan

- AOLS has a significant impact on surveying for both the public and members
- Our small size limits resources available and therefore necessitates strong planning
- The World is changing (society, technology, environment) and we need to respond
- Government expects it from us
- It has already proven to be successful

Strategic Planning Creates Four Key Elements of Shared Understanding



A Continuing Process

Forming a Strategy – A Series of Questions

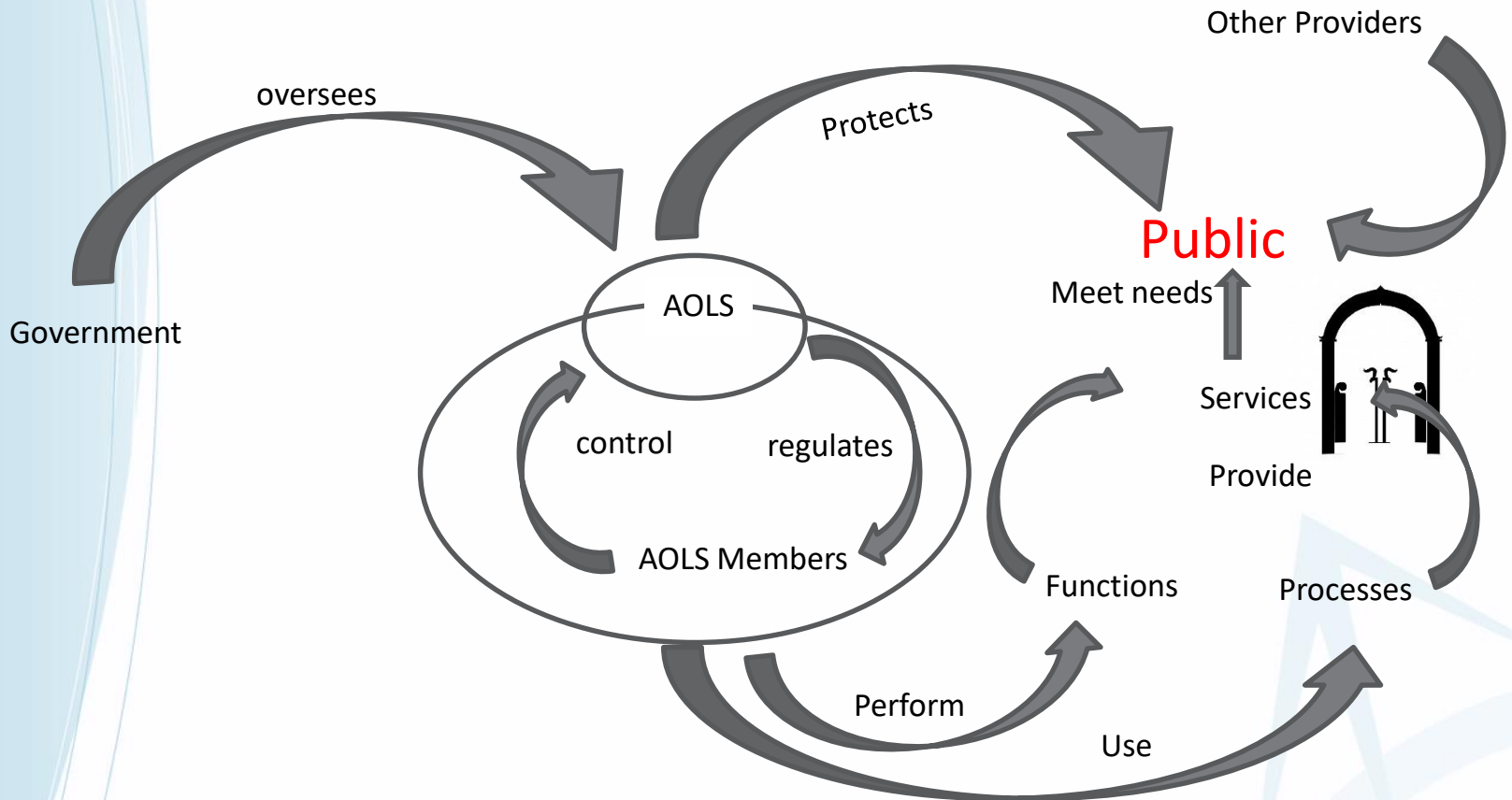
- How well are we set-up/positioned for the future?
 - Are we positioned for success in our future environment?
 - If not, what are the key issues and opportunities we must address?
- What do we need to be able to do to be successful in the future?
 - What we do – products, services
 - For whom – customers, stakeholders
 - How to deliver – internally, joint ventures, alliances, partners
 - How to make money – financial business model
- What needs to change and in what ways?
 - Which issues/opportunities are we going to focus on first?
 - What comes next?
- How will we make the necessary changes?

AOLS mandate

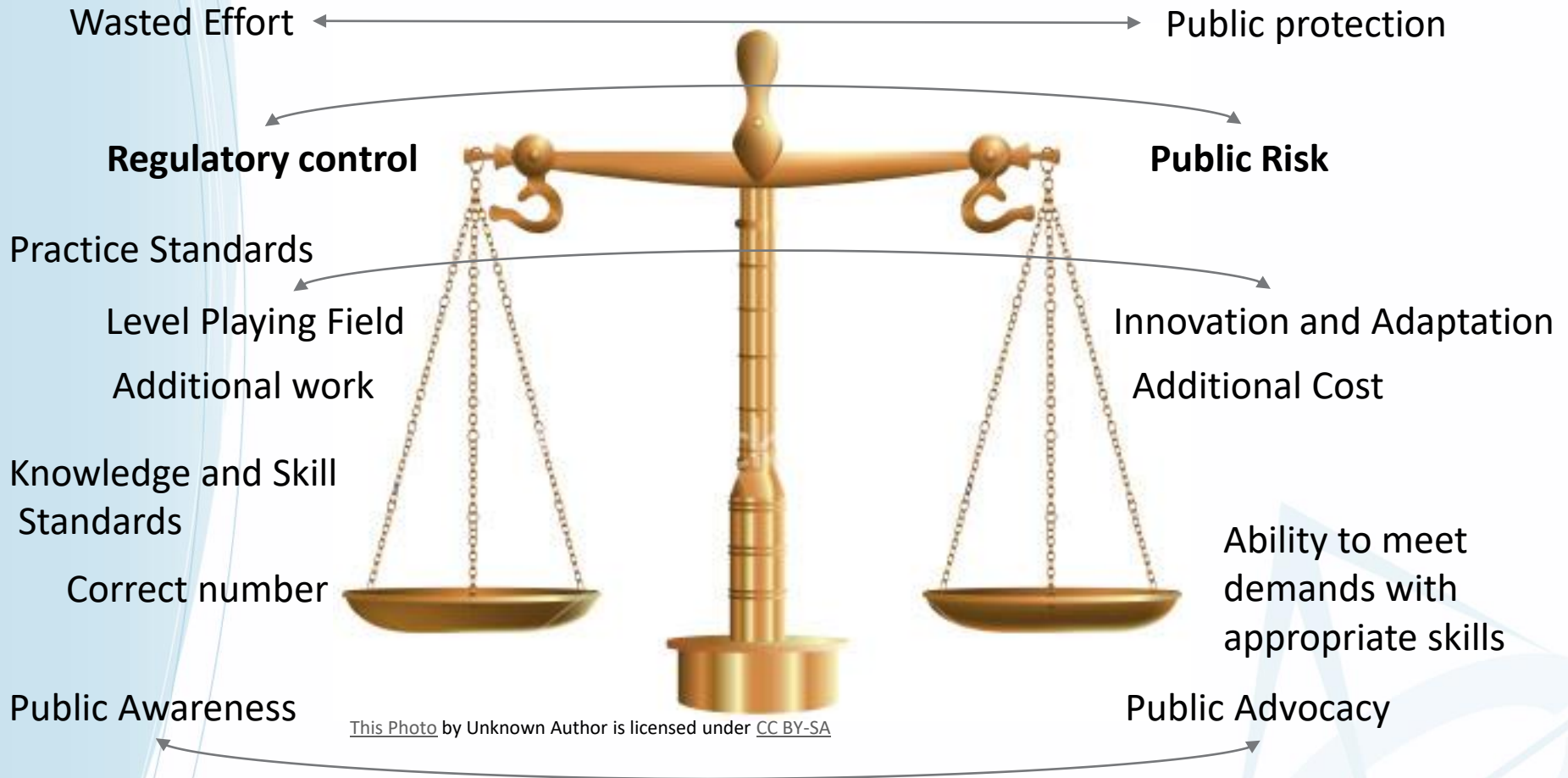
The Association of Ontario Land Surveyors (AOLS) was established in 1892. It is a self-governing association, responsible for the licensing and governance of professional land surveyors, in accordance with the Surveyors Act. As with all self-governing professions, the AOLS has a responsibility to ensure that the public interest is paramount. Section 2(2) of the Surveyors Act states:

"The principal object of the Association is to regulate the practice of professional land surveying and to govern its members and holders of certificates of authorization in accordance with this Act, the regulations and the by-laws in order that the public interest may be served and protected."

High Level Reference Model



A Right Touch Approach



Preparation – Highlights of What We Found

(Note this is emphasizing the negative; there were lots of positive findings as well)

- Challenges on recruitment of surveyors in the north and rural areas
- Some gaps in our regulator functions:
 - Significant oversight gaps in regulating the broader practice of professional surveying (e.g. SRD, standards)
 - Standards out of date (no ongoing systematic reviews) – technology continues to change how work is done and considered
 - Some concerns about experience requirements for new surveyors
 - We have not been paying attention to emerging risks
 - We have not taken advantage of all the learning opportunities we have
- Lack of technical staff (73% of C of A's noted a problem)
- Lack of clear understanding of AOLS responsibility
- Many members are comfortable with the status quo
- Concern about loss of self-governance status
- Concern about shrinking industry (e.g. democratization of measuring, coordinate cadastres)
- Concerns about reasonably priced access to field notes

What's Changed

- Increase focus on core mandate (i.e. regulator focus)
- Move to an evidence based risk management approach for decision making (move away from actions focused on low risk activities)
- Increase collaboration across Canada with a view to reducing duplication and supporting each other (no weak links)
- Renew focus on contemporary standards
- Move towards one license (i.e. migrate registered member to a licensed regiment)

Vision 2024

We are a trusted, forward-looking, ethical and highly engaged association of licensed geographic information professionals protecting and serving the public interest, working collaboratively with other Associations across Canada to:

- Regulate the activities of our membership through an evidence-based, risk management approach
- Enable the introduction of innovative surveying products and services
- Maintain and enforce rigorous contemporary standards, including effective, transparent peer review processes
- Provide relevant professional education, technical and business support and services based on the needs of the public
- Work with educational institutions to attract a diverse community of new members to our profession through portraying surveying as a compelling career and lifestyle

As a result, the Association and its members are valued for their contribution to the social and economic development of our Province and Canada as a whole.

Associated Objectives (2024)

1. Risk management framework providing focus for all activities of the association
2. Total membership compliant with regulations and standards and engaged in Association activities
3. Strong education partnerships in place with selected universities and colleges
4. All members of the profession licensed, and increased number of articling students
5. High member satisfaction ratings for association professional activities
6. Reduced number of substantive complaints
7. Numerous joint initiatives underway with other Associations
8. Provincial Survey records Index system in place and populated

Associated Objectives 2019 / 2020

- Risk management framework developed and being introduced
- Draft regulations submitted for approval
- A strategy for University education developed
- Surveying courses/workshops approved / offered in 10 Ontario High Schools, NOT just GTA
- At least 30 new qualified surveyors
- New survey records system in use

Mission 2019 / 2020

Further the future relevance and effectiveness of the Association for Ontario citizens, businesses, institutions, and our members through:

1. Developing a risk-based management framework for all activities of the Association
2. Identifying and securing agreement to required changes in legislation / regulations that will sustain the relevance of the Association in the future
3. Continuing to expand our efforts to develop and train new talent for the profession
4. Developing and implementing a strategy to increase awareness within government and among the general public of the value land surveyors create for society, and the attractiveness of the profession as a career
5. Furthering the development of a fully converted, indexed, searchable, image based survey records system



Risk Management



Risk Management: Current Situation

- AOLS does not have a risk-based system
- BUT we have been marginally following a similar system in a less formal way
- Most members do not understand either the framework or the concept
- Other regulatory institutions have adopted the approach, but not sure if any other survey Associations have adopted such an approach
- Have no real way to demonstrate to government and the public why we do what we do

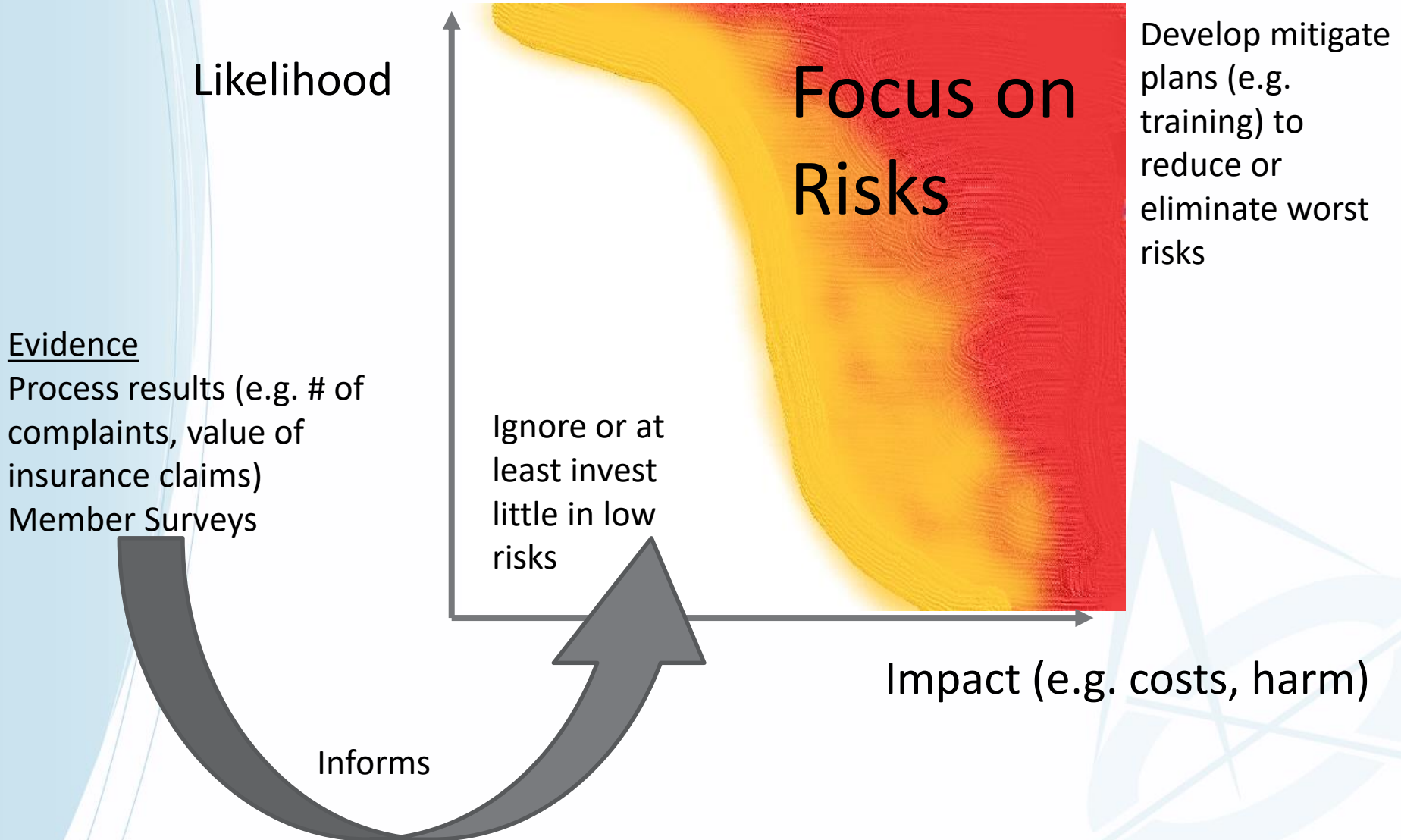
Risk Management: Challenges / Issues

- Don't really understand the approach / framework
- Don't understand how to implement the approach, no real in-house skills
- Lacking metrics / data on which to base risk assessment decisions
- Must look at this initially through a public protection lens
- Have to sell the membership on the reasons for adoption and its benefits

Risk Management: Priorities

- Build an understanding of the framework and the approach within the Association
- Initiate a review of high risk areas within the Association's jurisdiction and use as a pilot / proof of concept
- Build a case for adoption and present the framework and the approach to members at the 2020 AGM – have AOLS examples prepared to support making the case

Evidence-based Risk Management Approach



Evidence-Based

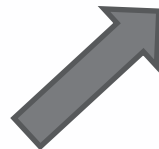
Evidence Examples

SRD Findings

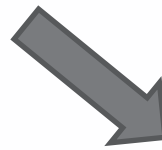
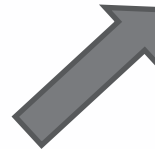
Insurance Claims
(not specifics)

Complaints
(not specifics)

Member/Client
Surveys



Risks



Action Examples

CPD
Opportunities

Practice
Standards

SRD
Changes

Task
Forces



Regulation Update



Regulation Update: Current Situation

- In a process (70% complete) of house-keeping regulation changes
- Only non-contentious regulations are being considered
- A number of regulations will still be out of date after this process

Regulation Update: Challenges / Issues

- Getting approval from legislative Council
- Getting buy-in and approval from members
- Provides an opportunity to educate / inform government on the broader goals of regulating those parts of practice that are presenting public risk
- Current round of updates will not address all issues – many out of date regulations will remain
- Current update process is lengthy and time-consuming

Regulation Update: Priorities

- Complete the writing of the proposed changes
- Table with Council
- Present to membership for buy-in in principle
- Work with legislative counsel to draft black corner
- Prepare documentation support for change description, post on regulatory registry and secure comments by other impacted ministries
- Council ratification
- Member approval
- Identify medium term goals and scope of future regulation changes, and explore ways to streamline the regulation approvals process



Education Strategy



Elements of our Education Strategy

- University programs capable of providing a stream of new professional surveyors
- College and in-house programs providing new technical employees
- High School programs building awareness of the profession
- Continuing education programs for existing members
- On-line learning capabilities
- Articling program

Education Strategy: Current Situation

- No strong relationship with one educational institution
- Healthy inventory of articling students
- Articling surveyor controls the majority of the articling process
- 99% of candidates are cadastral
- ACLS has taken the lead in conversations with educational institutions about on-line training
- Workshops are being done with high schools in Southern Ontario

Education Strategy: Priorities

- Collaborate with CBEPS to develop a parallel academic evaluation for domestic and international students
- Prepare guidelines for mandatory reviews on new surveyors after one year
- Explore monthly on-line articling workshops (with a dedicated resource)
- Develop a granular view of the course syllabi for the current curriculum
- Continue to support ACLS in their on-line endeavors



*Increased Public / Government
Awareness*



Increased Awareness: Current Situation

- AOLS only known in the government through existing employees, poor or zero perception of the profession
- General public not aware of what we do
- Need to create a modern image for surveying
- Large scale advertizing cost prohibitive

Increased Awareness: Challenges / Issues

- Poor or zero perception of the profession by various levels of government
- Fear that the Surveyor General's office in Ontario may be marginalized, numerous retirements imminent
- Have to target various levels of government – Provincial, municipal
- What methods can we use to raise awareness and understanding among the public and within government
- Public has a very traditional image of surveying – theodolite, hard hat etc.

Increased Awareness: Priorities

- Complete web site re-design, ensure first hit on Google
- Post samples of different types of survey on the web site, make it more public friendly
- Get up to date information on professional and technical salaries
- Support the continuation of a viable Surveyor General's office in Ontario, reinforce the importance of the survey profession in government
- Modernize the public image of a surveyor