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## Welcome

The holidays are upon us. Wow, where does the time go? I would like to wish all CSCE members the best for this holiday season. At this time when our attention is focused on family and some valued time with our loved ones and closing out of yet another year I will keep my message short with a brief review of some important recent activities.

## What happened? What is happening? What is going to happen?

During the first week-end of December we held our annual Board workshop (on Saturday) and Board meeting (on Sunday). The workshop was a successful event with active participation by all who attended. The workshop was designed to set the stage for the preparation of an "action plan" to implement CSCE's vision. We dreamed a little in visioning what CSCE might look like in 5 years, 10 years and 20 years from now. It is exciting to look at the possibilities. The essence of the workshop was to recognize that the strategic plan or vision is a top-down description of the goals we wish to achieve. The action plan needs to set in place some specific activities for each of the Committees, Divisions, Regions, Sections and individuals within CSCE that collectively would address the vision – a bottom-up process. We began with the results of the 2012 Board workshop which resulted in a long list of potential activities that could be undertaken by CSCE to address

our three strategic directions. This provided some good ideas as a stepping stone to develop our action plan.

While we are still assembling our plan content from the results of our 2013 workshop I can tell you a number of activities have already started as a result of decisions at the Board meeting following the workshop to initiate some actions that will move the society in a direction that is preparing its focus on our vision and goals. We identified two concepts to help define our action plan – mobility and visibility.

Mobility - improve the current processes and activities to strengthen the overall operation of CSCE with a focus on developing a closer relationship between Regions / Sections and Divisions / Committees. We need to have a strong, active, viable operating organization if we want to effectively address the second concept of visibility. The Board approved the creation of a new program committee to address project management. The RCC has initiated a process of undertaking contacts with all Sections by Regional VP's, Senior VP and the President to reinforce linkages to this group.

Visibility – be seen and be heard on the national scene. CSCE needs to be more vocal and "visible" on national issues associated with infrastructure and civil engineering issues. A number of recent activities set the stage for this visibility including the National Infrastructure Report Card and a second initiative which has been launched with CSCE as a leading group, namely the idea of a national sustainability rating system for infrastructure. Some news with the National Report Card - the Steering Committee has selected the Canadian Urban Institute as a partnering organization to assist in delivering the next iterations of the Report Card. This step is strategic in maturing the report card process. These activities and others will be part of our "visibility" strategy. The Board approved the splitting of the Publications and Communications Committee to give more focused attention to both of these activities individually. These will also be important in supporting the "visibility" aspects of the plan.

So we have begun our process with many more exciting things to come. I would like to thank Tony Bégin for partnering with me in the preparations for the workshop. His vision for the future and energy to action the vision is instrumental in creating a leadership dynamic that is exciting for the prospects of our journey ahead and ultimately making a difference. I would also like to thank Doug Salloum, our Executive Director and his staff in Montreal for being a leader in championing our vision and engaging with all the different groups that are part of the CSCE family, providing assistance and guidance as needed. And I certainly want to thank the Board members for their support and energy to work through the workshop week-end at our workshop and Board meeting.

## Did you know?

The holidays start in one week?

I would like to wish all CSCE members and their families the best for this holiday season.

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