GeoBC 2013-2015 Business Plan

1. Focus on Innovation: Ensure that as the needs of the sector continue to change, new products, services, and business innovation efforts are in alignment.

2. Provide high value products and services: Enhance our organizational capacity by developing staff and supporting continuous learning.

3. Communication, education and outreach: Lead the creation, maintenance, management and use of authoritative base mapping data for the natural resource sector, including land ownership, imagery, and basemap information.

4. Ensure that partners can engage with the branch in an easy and understandable way and that proposed solutions are well-tailored to meet business requirements.

5. Build a resilient organization: Support the growing need for new foundational base products and ensure GeoBC's service offerings are well matched to natural resource sector needs.

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GeoBC's purpose is to provide foundational geographic information and services for use by British Columbians, industry and government in support of responsible decision making.

Behind that deceptively simple mission lies substantial nuance and in recognition of the broad range of interests which GeoBC serves, the branch focuses on four distinct lines of business which are briefly described over the following pages.

In practice, we develop "shrink-wrap" geographic products and provide bespoke geospatial services to address both ubiquitous and unique client needs.

While these two offerings may seem quite different, in reality the wide range of work that we do simply falls at different points of the same spectrum.
I am pleased to introduce GeoBC’s Business Plan for fiscal years 2013-2015 which sets the stage for how we intend to deliver geospatial products and services in support of resource management and environmental stewardship objectives for the province. Since the formal creation of this branch in 2008, we’ve witnessed dramatic shifts, both within the group and more broadly across the natural resource sector. In times of change for any business it’s critical to keep attention focussed on the core mission and in the case of GeoBC, that mission is quite simply to provide fundamental information to better manage natural resources in British Columbia.

Ultimately, we are all judged on our results and to our benefit, the methods and tools available to us in reaching our goals are more flexible than ever before. Over the past year we’ve seen significant progress in applying new technologies to not only enhance our work but also to help our clients use GeoBC’s products and services more easily. Standout successes in 2012-2013 have been the early work on introducing new products for mobile devices and emerging platforms, the release of spatially-aware base maps and several key enhancements to our work through the automation of tasks. There has also been significant involvement in topics of wide interest including measuring the cumulative impacts of human activities on the land, redeveloping inventories of resource roads across BC and realigning our land research activities to the transformational Integrated Decision Making initiative.

The plan outlined in this document sees the branch refocusing our attention on what has made us successful in the past. This involves respecting our history without being beholden to it and truly recognizing the value that this group has offered since its inception. In times of change, it can be tempting to reposition to align with trend and fashion but we’ve taken a different approach. Given our role as true authorities on geomatics, we continue to embrace the spirit of the artisan and hand make products, services and visualizations of real lasting value.

We are committed to truly understanding the questions which have led clients to our door and to build solutions perfectly suited to their needs. In our case, the value of what we do lies in the skin, muscle and sinew we apply to our craft. GeoBC is not an IT organization and technology is not our end goal - it is only a tool through which we give our knowledge and experience form and then discard without nostalgia. An artisan forms a relationship with her clientele ultimately leading to genuine interactions and we will continue striving to make every contact with our clients and partners rewarding and meaningful ones.

Andy Calarco
Director - GeoBC
BASE MAPPING AND CADASTRE

The function of the base mapping group has a long history in British Columbia, dating back to the days of the original exploration and homesteading land surveys in the province. Over the years, as the needs of citizens, government and industry has changed, so too has the focus of the Provincial base mapping team.

While originally dedicated to defining the shape and location of the province itself, the scope of base mapping in BC has expanded to include a broad range of foundational geographic information used for natural resource management, land planning, recreation, environmental monitoring, emergency response as well as many others applications.

As we see the natural resource sector evolve to better meet the needs of British Columbians, the base mapping group continues in lock-step to assure that decision makers, industry and the public have access to relevant, reliable and easy to use geographic base information.

BUSINESS INNOVATION & EMERGENCY RESPONSE

The mandate for the Business Innovation and Emergency Response group is to consistently generate value for GeoBC and other geospatial services groups through the focussed application of innovative technologies, business improvement activities, training coordination and the development of new business areas.

In addition to leading the coordination of geospatial activities in support of emergency response activities under Emergency Management BC, this team works across the full branch in the capacity of an internal consulting group and provides leadership in exploiting evolving geospatial technologies and in adapting processes to reflect changes in client business workflows.

The team strives to ensure that solutions built for one client can contribute value and project efficiencies to all.
**DECISION SUPPORT**

The Decision Support section provides mapping, analysis and visualization services to the broader natural resource sector. The section acts as a consulting service for a wide range of government agencies across the natural resource sector and is responsible for recommending and developing spatial solutions for business issues and challenges.

The partners that GeoBC supports work to advance interests of economic and resource development, public safety, sustainable resource management, First Nations land settlement negotiations along with other strategic program and sectoral initiatives.

Where the Base Mapping & Cadastre section focuses largely upon building products that are of use to a diverse range of clients, the Decision Support group specializes in providing custom solutions to the unique needs of business areas. These solutions are developed with the broader sector in mind and often contribute to the improvement of existing products.

The Decision Support team, working collaboratively with the rest of the branch, our partners and our clients, is well positioned to address any request within the natural resource sector where the concept of “place” matters.

**REGIONAL SERVICE DELIVERY**

GeoBC supports rights granting agencies in making durable land based decisions and the team is often asked to provide assistance on issues relating to the determination of land and resource ownership or established rights and obligations.

Internal and external self-service access is provided through the Integrated Land and Resource Registry (ILRR), a consolidation of rights and interests electronically captured in one place and output in a consistent and credible format. Where access to a greater depth of knowledge or risk mitigation for statutory issues is required, the section is equipped to conduct that more detailed and specific research.

By providing the tools and training for agencies to conduct their own land research as well as the sharing of expertise when needed, the Regional Service Delivery Team is able to support the responsible management of BC’s natural resources and better enable both citizens and government programs to find the information they need in a timely manner and in a form that is easily understandable.
Changes to the Natural Resource Sector

With the creation of the Ministry of Forests, Lands and Natural Resource Operations in March 2011, the stage was set for a new and integrated approach to resource management in British Columbia. By establishing this ministry, the Province again confirms the long-standing goal of responsibly managing shared natural resources, both for reasons of conservation as well as supporting the economic development of communities in British Columbia.

As part of realizing this vision, several key Natural Resource Sector initiatives have been developed. These are broad efforts which require not only new approaches to policy and procedures but place increased importance on integrated and easy to understand information – a need that GeoBC is well equipped to support. Beyond the core responsibilities of the branch, GeoBC is increasingly being involved in large-scale corporate efforts, initiatives that will not succeed without widespread collaboration across the sector.

Two such examples are outlined on the following pages.
Changes to the Natural Resource Sector

INITIATIVE 1: INTEGRATED DECISION MAKING

This is less a single initiative and more a collection of strategies to approach decision making for the natural resource sector in an integrated manner. In practice this involves an approach to managing resources with full consideration of the range of interests and the Crown’s obligations upon the land. The underlying tenet is that a consistent, holistic and measured approach to decision making is necessary to support sustainable economic development and responsible stewardship.

Throughout the province, the natural resource sector is relied upon as a key driver of economic prosperity while acknowledging that natural resource sector ministries have been established to support the responsible management of the shared ownership of these resources and to reflect the balance between conservation and development in British Columbia.

In practice, all of government has the accountability to ensure that decisions around use of natural resources must be made with proper consideration of the broad interests of all British Columbians including environmental, recreational, economic, cultural and First Nations considerations. Streamlining the management of shared natural resources under Integrated Decision Making does not require the sacrifice of any of any of those values and when implemented, is designed to support more robust and inclusive decision making across the whole of the land base.

To facilitate this new approach, government agencies active in the natural resource sector were restructured in an effort to consolidate the majority of land base activities into a single Ministry. Since this vision requires a holistic view of natural resource management, Integrated Decision Making is a primary force behind the larger natural resource sector transformation initiatives.

Clearly a fundamental underpinning for the success of this initiative is the availability of reliable and current information along with the integration of systems and processes. The full sector will need to rally behind the shared goals for these efforts to be successful and GeoBC has been supporting this direction on several fronts.
INITIATIVE 2:
SYNOPTIC VIEW OF HUMAN IMPACTS - ACTUAL AND POTENTIAL

The importance of monitoring the impacts of human action on the land lies in the thoughtful use of this information to guide future decisions through a balanced view of the diverse range of interests of British Columbians. Just as the province is a product of a rich history, any new decision regarding the management of natural resources is influenced and impacted by previous actions. This broad understanding of how prior policy and implementation has affected the condition of the land allows for balanced decision making with the explicit recognition of the broad range of values in British Columbia.

Over the past year we’ve witnessed significant interest in a more holistic and integrated view of human activities on the land. This can be viewed as a companion to the Integrated Decision Making (IDM) initiative and while that is certainly true, the potential applications and use of an integrated view of human impacts across all natural resource sector business lines extends beyond the core of IDM. Several provincial efforts, including the use of Area Based Assessments by the Oil and Gas Commission, ongoing support for Major Projects, assessment of the cumulative effects of human activities and the development of industrial land use planning in support of liquefied natural gas proposals are all enhanced by a broader understanding of the condition of the land.

Building a framework to consistently evaluate the cumulative impacts of human activity across the province requires the measured consideration of the diverse values of import to British Columbians. Better articulating the impacts of prior activities on the land, increasing our understanding of the effects of current decisions and projecting future demands on our shared values allows us to more responsibly and holistically manage natural resources in the province.

In addition, this information is useful in helping us see ourselves as part of a much larger ecosystem and reinforces the connections that we all have to the landscape of the province as well as the potential for economic prosperity offered by the vast natural resources in British Columbia. Combined, this information and the varied perspectives it enables, leads to better informed and more durable decisions as to how our shared natural resources should be managed.

Essential to this effort is both the availability of reliable, current, accurate and complete information as to the condition of the land as well as the business knowledge to contextualize it appropriately in support of the decision-making process - a natural match to the core mission of GeoBC.
Key Priorities for GeoBC in 2013-2015

It is important that the direction of the branch adapt to meet the evolving needs of our clients and partners. With that purpose in mind, the business goals for 2013-2015 are presented over the following pages and have been developed with the following guiding principles:

1. Focus efforts upon the most important projects and initiatives
2. Improve the maintenance and delivery of our geospatial products
3. Expand the number of partnerships with other governments and industry
4. Provide leadership for the development of geospatial services, products and standards
5. Enhance base mapping products to match emerging needs
6. Streamline services

We are seeking to build a stronger organization which is well positioned to continue to promote the use of geospatial products to help the natural resource sector do its work more efficiently, to advocate for change, to put tools and information in the hands of decision makers and field specialists and to sometimes even surprise the sector with what we can do.
2013-2015 Business Plan Goals

GOAL 1 Strengthen the core of the business

GOAL 2 Provide high value products and services

GOAL 3 Communication, education and outreach

GOAL 4 Focus on innovation

GOAL 5 Build a resilient organization
GOAL 1  Strengthen the core of the business

Lead the creation, maintenance, management and use of authoritative foundational data for the natural resource sector; including land ownership, imagery and basemap information

Strategies

- Develop new products which meet broad natural resource sector needs
- Target development of the Integrated Land and Resource Registry to better enable client self-service
- Innovate existing business processes through the application of new technologies

Performance Measures

1. Develop three (3) new base mapping products
2. Develop a three-year plan for the Integrated Land and Resource Registry
3. Create a cartographic toolkit that includes 2 standard templates, a standard layer file and symbology
4. Develop a strategy for the Provincial adoption of the BC Land Title and Survey Authority ParcelMapBC product
5. Produce a Provincial LiDAR (Light Detection And Ranging) strategy to manage inventories of existing data and new acquisition
GOAL 2 Provide high value products and services

Support the growing need for new foundational base products and ensure GeoBC's service offerings are well matched to natural resource sector needs

Strategies

Establish and maintain a project prioritization, ranking and governance process for service delivery

Measure client satisfaction and evaluate how well current products & services meet current needs

Measure client demand for new products and services

Performance Measures

1. Establish a baseline against which to measure client satisfaction for standard products and services

2. Implement a semi-annual review of project rankings and GeoBC resource commitments with the Project Advisory Group

3. Implement client feedback tools through all web-based applications to enable regular client feedback
GOAL 3 Communicate, educate and outreach

Ensure that partners can engage with the branch in an easy and understandable way and that proposed solutions are well-tailored to meet business requirements

Strategies

- Enhance web presence to increase partner engagement
- Maintain and foster partnerships for the delivery of products and services
- Improve accessibility of training opportunities for clients and partners
- Broaden representation on the Project Advisory Group; an inter-ministry committee which provides guidance on natural resource sector priorities which in turn helps shape GeoBC's direction

Performance Measures

1. Document the need for cross-sector land research training
2. Create materials to support self-paced learning
3. Provide three (3) facilitated training sessions for clients
4. Add two (2) new members to the Project Advisory Group
5. Establish two (2) new imagery acquisition partnerships
6. Complete web refresh and content update project
GOAL 4  Focus on innovation

Ensure that as the needs of the sector continue to change, new products, services and business innovation efforts are in alignment

Strategies

- Develop new standard products which support the evolving requirements of the natural resource sector
- Share and promote business improvement and innovation activities
- Prioritize research and innovation projects with an emphasis on implementation

Performance Measures

1. Create a new representation of resource roads for BC - target for 2014 is 20% of the province by area and 40% by 2015
2. Obtain formal endorsement for all business improvement projects
3. Develop a business case articulating the foundational geospatial information needs of Integrated Decision Making
4. Develop a plan to automate repetitive and ongoing tasks
5. Ensure that a minimum of 10% of staff time is available for continuous improvement activities
GOAL 5  Build a resilient organization

Enhance our organizational capacity by developing staff and supporting continuous learning

Strategies

- Develop cross-training opportunities
- Create and foster a culture of trust, inclusiveness, flexibility and effective performance management
- Increase the number of internal training opportunities
- Identify areas where individual strengths can be matched to sector priorities and internal business risks

Performance Measures

1. 25% of staff have had the opportunity to support projects or programs from outside of their normal business area by 2014 and 50% have done so by 2015

2. Develop knowledge transfer strategies to assure that the branch is well positioned for the future and prepared for an increasingly dynamic workforce, reflecting the differences in both generational strengths and the required future skillsets

3. All staff have discussed their training and development goals with their supervisors and a plan has been documented as part of annual performance management conversations
The branch is made up of land surveying, GIS, base mapping, imagery and land research functions along with the talented people entrusted with providing those services. The team comes from diverse backgrounds, business experience and values. The resulting unique combination of characteristics and the team’s broad business knowledge allows us to bring a range of perspectives to the mission of GeoBC.

The full group shares a common purpose in their work – one of helping the Natural Resource Sector, and beyond, make good decisions based on trustworthy information. This is sometimes achieved through a deep knowledge of data and other times will be heavily reliant upon a unique business perspective – both of which work seamlessly to provide support to our partners.

It is also worth explicitly acknowledging that we cannot be as effective and efficient as we are without the support of our government coworkers and partners, specifically the group of specialists in Corporate Services for the Natural Resource Sector (CSNR), our colleagues in Regional Geospatial Services, our partners in the forestry imagery program within the Forests Analysis & Inventory Branch (FAIB) and the crew at DataBC.
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<td>GEOBC BUSINESS PLAN</td>
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