

Report to

**Service Nova Scotia &
Municipal Relations**

GeoNOVA Initiative – 5 Year Strategy

Strategic Directions Report



Sierra

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1. EXECUTIVE SUMMARY

The GeoNOVA initiative fosters “a corporate approach to the creation, maintenance, and distribution of geographic information” for over thirty-eight agencies in the province, with the opportunity to benefit many more.

Geographic information and technology are a fundamental part of doing business for 93% of GeoNOVA stakeholders. As governments are required to “do more with less” there is an increased need for coordination and collaborative use of geographic information. As more agencies begin publishing their data on the Internet, there is an increased need to establish standards and a means to bring data together to provide seamless, one window access to geographic data in Nova Scotia.

GeoNOVA’s rallying cry for the next 5 years will be “access to all geographic information from the desktop”.

At this time, there is a unique opportunity to focus on coordinated access to data through GeoNOVA. This will enable GeoNOVA stakeholders to participate in creating, and benefiting from, an infrastructure for single window access to geographic data in the province. Without GeoNOVA, investments in providing access to data will continue but the province will have missed the tremendous opportunity to build an infrastructure that delivers the benefits of single window access to data.

To move the GeoNOVA vision forward over the coming 5 years, focus must be placed on developing the infrastructure needed to enable seamless desktop access to the geographic information for the province, making more data and more diverse types of data accessible, fostering use of geographic information by new and emerging users, maintaining primary data sets, and leveraging opportunities through participation in the Canadian Geospatial Data Infrastructure (CGDI).

There is strong support for SNS&MR to lead the GeoNOVA initiative for the next 5 years.

Many parts of the GeoNOVA vision exist in various places and various forms. It will require dedicated leadership and resources from SNSMR to bring these together and advance the GeoNOVA vision over the coming 5 years.

The GeoNOVA Initiative – 5 Year Strategy study presents a vision and strategy to carry GeoNOVA forward. The strategic directions identified provide the framework for developing and executing tactical plans to realize the GeoNOVA vision. Priority areas for action are identified.

2. INTRODUCTION

2.1. Purpose

The purpose of the GeoNOVA Initiative – 5 Year Strategy *Strategic Directions Report* is to present a vision and strategy to carry GeoNOVA forward for the next 5 years.

The strategic directions provide the framework for developing and executing tactical plans to realize the GeoNOVA vision. The section on GeoNOVA Building Blocks contains a series of recommendations on moving GeoNOVA forward. Priority areas for immediate action are identified.

2.2. Motivation

Geographic information and technology are a critical part of doing business for 73% of GeoNOVA stakeholders and a routine part of business for an additional 20%. It is estimated that over 75% of information across government can be related to a geographic location, be it civic address, place name, location on a map or a map coordinate.

Growth in the application of geographic information is continuing. Geographic information is being used for a wide range of business needs from routing for emergency services response, to enabling effective municipal planning, as an enabling tool in natural resource Integrated Resource Management (IRM), and in fostering economic development in Nova Scotia through the efficient provision of site location information, to name a few.

Business applications are beginning to incorporate map and location information as an important component of mainstream business. Industry's move to wireless technologies and Global Positioning Systems (GPS) in handheld devices and cell phones is driving emerging applications and the need for data.

The Province of Nova Scotia has made, and continues to make, significant investments in the development and use of geographic information. An estimated \$70 million has been invested in basic geographic data used across a large number of departments and agencies, inside and outside of the provincial government. Large investments have also been made in collecting specific geographically related data for individual program areas. Much of this data, be it water quality, land cover or electoral districts, is of interest to other departments and agencies.

The GeoNOVA initiative has focused on maximizing the effective use of geographic information through rationalized data capture and encouraging widespread data sharing and use. More than ever this focus is required. As governments are required to “do more with less” there is an increased need for coordination and collaborative use of geographic information. As more agencies begin publishing their data on the Internet, there is an increased need to establish standards and a means to bring data together to provide seamless, one window access to geographic data in Nova Scotia.

To protect the province’s data assets, investment must continue in the update and maintenance of the data currently in place. There is a strong need to focus on making data accessible. Data accessibility is the key to maximizing the benefits and return on investment in current data holdings.

At this time, there is a unique opportunity to focus on coordinated access to data through GeoNOVA. This will enable GeoNOVA stakeholders to participate in creating, and benefiting from, an infrastructure for single window access to geographic data in the province. Without GeoNOVA, investments in providing access to data will continue but the province will have missed the tremendous opportunity to build an infrastructure that delivers the benefits of single window access to data.

2.3. Background

The GeoNOVA Initiative – Five Year Strategy project is an opportunity to reflect on the effectiveness of GeoNOVA over the past 10 years and re-focus on the GeoNOVA vision and key strategies required to make significant progress in the coming five years.

Service Nova Scotia & Municipal Relations retained Sierra Systems to assist in examining the performance of the GeoNOVA Initiative to date, determining current and future user requirements from a broad base of stakeholders, exploring trends and best practices in the industry, and identifying options for GeoNOVA’s future. A major component of this study involved consulting a wide range of stakeholders from data providers to sophisticated partners to emerging users.

The GeoNOVA Initiative – 5 Year Strategy study results are documented in three reports:

- User Evaluation Report
- Program Evaluation Report
- Strategic Directions Report (this document)

The User Evaluation report documents the data gathered from users through focus groups and questionnaires, used in the focus groups. In some instances, focus group findings are augmented with data from one-on-one interviews. That report presents findings based on the data gathered and makes observations about these findings. These observations form the user consultation component of the Program Evaluation Report. The Program Evaluation Report looks at past performance and the current state of affairs of GeoNOVA. It incorporates findings from user consultations, investigation of programs in other jurisdictions, and evaluates GeoNOVA against its stated objectives and focus areas. The Strategic Directions Report presents a vision, direction and path for GeoNOVA in the future.

2.4. Structure

The strategic directions are organized around a structure comprised of the GeoNOVA vision, vision elements, guiding principles, and building blocks as depicted in Figure 1 Strategic Directions Structure. The following defines each of these components:

- Vision - The future state we want to achieve
- Vision Elements/Desired Accomplishments - The significant components of our future state vision
- Guiding Principles - The behaviors we will adopt to achieve that vision
- Building Blocks to Achieve the Vision - Activities and initiatives aimed at achieving the elements of the vision

The strategic directions provide the framework for developing and executing tactical plans to realize the GeoNOVA vision. A list of immediate priorities from the building blocks is given.

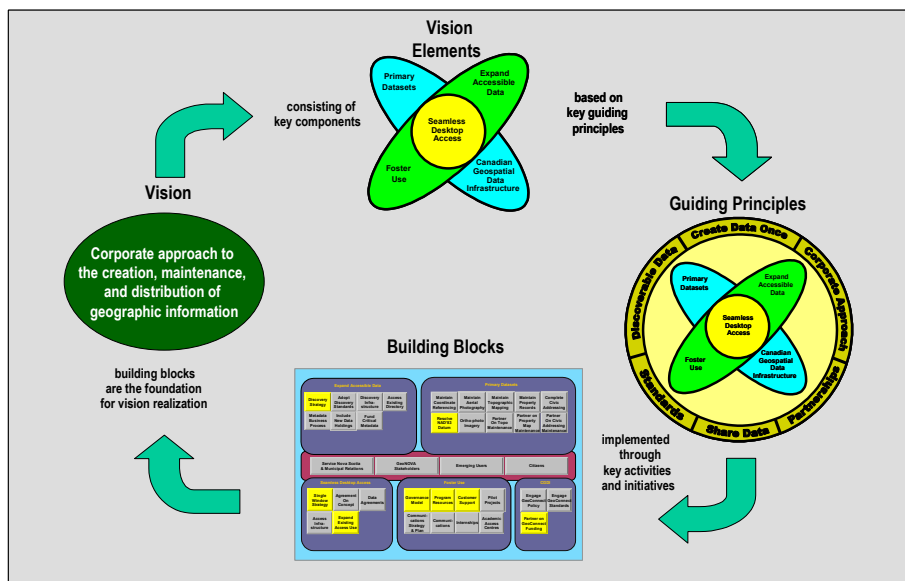


Figure 1 - Strategic Directions Structure

3. GEONOVA FUTURE DIRECTIONS

3.1. Vision

The GeoNOVA vision is “a corporate approach to the creation, maintenance, and distribution of geographic information. GeoNOVA encourages the creation of corporate geographic information resources collected, maintained, and distributed to accepted standards and shared amongst all users within the Province to support decision making and to reduce duplication of effort.”

This vision has guided GeoNOVA over the past 10 years and is capable of guiding GeoNOVA over the next 5 years. It addresses the critical components of a corporate approach to geographic information from creation to maintenance to distribution.

As times change, the emphasis within the GeoNOVA vision must change. In the past the rallying cry of GeoNOVA has been “complete provincial coverage of the primary¹ datasets”. This served as the focal point for action. With this task complete, the rallying cry for the next 5 years must be “access to all geographic information from the desktop”.

Access to data dominates stakeholders’ thinking of what they envision in 5 years. The majority envision a single on-line access point, or portal, where they can discover, access and analyze geographically related data about Nova Scotia. This would be based on a seamless provincial database that integrates a variety of provincial datasets.

There is broad based support for GeoNOVA to continue. To varying degrees, stakeholders appreciate the work that needs to be done to achieve what they envision in 5 years. They see the need for focus and leadership to move GeoNOVA forward.

Beyond the next 5 years, the focus may shift to simulation and modeling for decision making, real-time update of data, or creation of new critical datasets. All of these are included in the current vision statement. For the coming 5 years there must be a bias to data access.

¹ “Primary” datasets refer to aerial photography, coordinate referencing , topographic, property and civic address data for the province managed by SNSMR.

GeoNOVA Vision

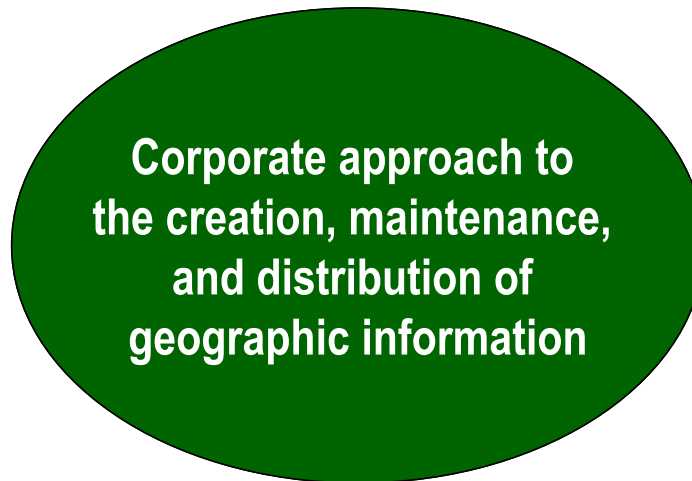


Figure 2 - GeoNOVA Vision

3.2. Vision Elements

To implement the GeoNOVA vision, specific components must be put into place. By focusing on the following elements, a significant portion of the GeoNOVA vision for the next 5 years will be realized:

- Seamless Desktop Access
- Expand Accessible Data
- Foster Use
- Primary Data Sets
- Canadian Geospatial Data Infrastructure (CGDI) Node

3.2.1. Seamless Desktop Access

Access to data dominates stakeholders' thinking of what they envision in 5 years. The majority envision a single on-line access point, or portal, where they can discover, access and analyze geographically related data about Nova Scotia. This would be based on a virtual seamless provincial database that integrates a variety of provincial datasets. A single portal does not necessarily imply a single physical location for all data.

A single on-line access point enables seamless access to geographic information from the desktop.

3.2.2. Expand Accessible Data

GeoNOVA stakeholders indicate particular challenges in securing data outside of the “primary” datasets. A wide range of stakeholders have geographic data holdings of interest to other users. To realize the maximum return on the investment made in building these data assets they must be made accessible. Accessibility would be within the existing agency data distribution policies.

GeoNOVA must bring more and new geographic information, particularly thematic information, into an accessible environment

3.2.3. Foster Use

There is an ongoing need to foster the use of geographic information and technology by new users. This includes support for discovery and use of geographic information, technology transfer projects to pilot applications and build capacity in agencies, and enabling education/training for new users. The application of geographic information to business operations and decision making is the door to realizing the benefits of the investments made in province’s geographic data holdings.

3.2.4. Primary Data Sets

The “primary” datasets are an integral part of stakeholders’ business. The percentage of stakeholders viewing data as critical or routine in their business was 80% for topographic data, 70% for property records and 64% for civic addressing data. The “primary” datasets are the foundation upon which other datasets are built. Use of the common base enables integration of diverse data.

As the focus of GeoNOVA shifts from creation and maintenance to data access, maintenance of the primary data sets must remain a priority. Investments in the “primary” datasets must be preserved through timely update. Without an ongoing data maintenance program the value of these critical data assets will rapidly deteriorate.

3.2.5. CGDI

Canada is making significant investments in the development of the Canadian Geospatial Data Infrastructure (CGDI) through the GeoConnections Program. GeoNOVA must participate in the Canadian Geospatial Data Infrastructure. This will provide benefits to Nova Scotia through increased access to Nova Scotia’s data holdings by users outside of the province, through access to policy and standards work of GeoConnections, and by leveraging GeoConnections’ infrastructure and funding opportunities to develop Nova Scotia’s information infrastructure.

Vision Elements

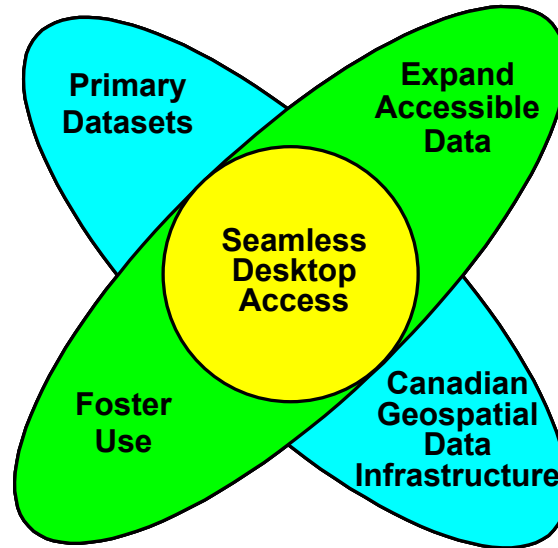


Figure 3 - GeoNOVA Vision Elements

3.3. Guiding Principles

GeoNOVA has been based on 5 guiding principles. There is broad support for the GeoNOVA principles. These principles could be considered GeoNOVA's primary asset and strength over the past 10 years. By communicating these principles and working them into the thinking of geographic information managers in the province, a mindset has developed that fosters agencies, whether working independently or in loose collaboration, to act in ways that move the province towards realizing the GeoNOVA concept. The strength of these principles has sustained interest in and commitment to GeoNOVA.

Looking forward, there is a need to revise and reaffirm these principles. As well, GeoNOVA has operated in a partnership model and there is a need to articulate this as an additional principle.

It is recommended that GeoNOVA be based on the following 6 principles:

- Create data once, as close to the source as possible, and use it many times
- Take a “corporate” approach to the creation, management, dissemination and use of geographic data and information
- Adhere to the approved Standards for Geographic Information in Nova Scotia
- Share data and information freely among provincial government users
- Make Nova Scotia’s geographic data discoverable and ensure metadata is managed in a sustainable way
- Maximize the use of partnerships to build collaborative working relationships and optimize the use of our collective resources

Figure 4 - GeoNOVA Guiding Principles depicts the principles surrounding the GeoNOVA vision elements.

3.3.1. Create Data Once

Create data once, as close to the source as possible, and use it many times

The concept of “create data once at source and use it many times” is one thing that is closely tied to the GeoNOVA name. There is virtually unanimous support for capturing data at source once and sharing it for use by others. This results in timely, accurate data being made available, while reducing duplication of effort through coordination and partnership.

3.3.2. “Corporate” Approach to Geographic Data

Take a “corporate” approach to the creation, management, dissemination and use of geographic data and information

Taking a “corporate” approach means that effort expended on geographic data and information will be done in ways that enable it to be used by a wide range of stakeholders. Work conducted for a particular program need takes into account the benefits of making its data useable for the broader community. This may entail the capture of data to agreed to standards, the inclusion of metadata or making the data available in standard formats. Taking a “corporate” approach may entail an incremental increase in effort above a program requirement, but the benefit corporately ensures that this incremental effort is worthwhile.

Stakeholders have expressed concern that “corporate” could be narrowly viewed as benefiting only provincial departments. It is important that the definition of “corporate” is for the benefit of all GeoNOVA stakeholders, not just for provincial departments.

3.3.3. Standards for Geographic Information

Adhere to the approved Standards for Geographic Information in Nova Scotia

Standards are viewed as the key to access and integration of data by 95% of GeoNOVA stakeholders. We must ensure that Nova Scotia standards are in step with national and international industry standards.

3.3.4. Share Data and Information

Share data and information freely among provincial government users

The consensus among GeoNOVA stakeholders is that data should be shared freely, differences of opinion occur over the issue of with whom. Free access among provincial departments, and free access by municipalities under certain terms and conditions, has enabled Nova Scotia to avoid the significant duplication of effort in capture of “primary” datasets seen in some other jurisdictions. This principle needs to continue.

The issue of removal of “provincial” or “provincial government” from this principle will need to be grappled with over the next 5 years, given stakeholder demand and potential policy changes in the federal government.

3.3.5. Discoverable Data

Make Nova Scotia’s geographic data discoverable and ensure metadata is managed in a sustainable way

GeoNOVA’s current principle is to “Describe data and databases and listing them in the Nova Scotia Directory of Geographic Data and Information”. This is more of a task than a principle and needs to be more broadly stated.

“Make Nova Scotia’s geographic data discoverable and ensure metadata is managed in a sustainable way” speaks to the principle of ensuring stakeholders can find what geographic data is available for the province and, by examining the associated metadata, determine if it is fit for their particular use. Ensuring that metadata is managed in a sustainable way means that capturing metadata is part of the ongoing business process. It is not a one-time activity done after the fact, if ever. The job of data capture or maintenance is not done if the metadata is not in place.

This new principle focuses on the outcome versus the method described by the old principle.

3.3.6. Partnerships

Maximize the use of partnerships to build collaborative working relationships and optimize the use of our collective resources

This new principle is not a new practice for GeoNOVA. It recognizes the critical role of partnerships in following GeoNOVA’s principles and achieving all of the elements of the GeoNOVA vision.

Partners cover a wide spectrum of stakeholders including government at all levels, academia, non-government organizations and the private sector. The emphasis is on “working” together and leveraging our resources to accomplish more than individual agencies could accomplish alone.

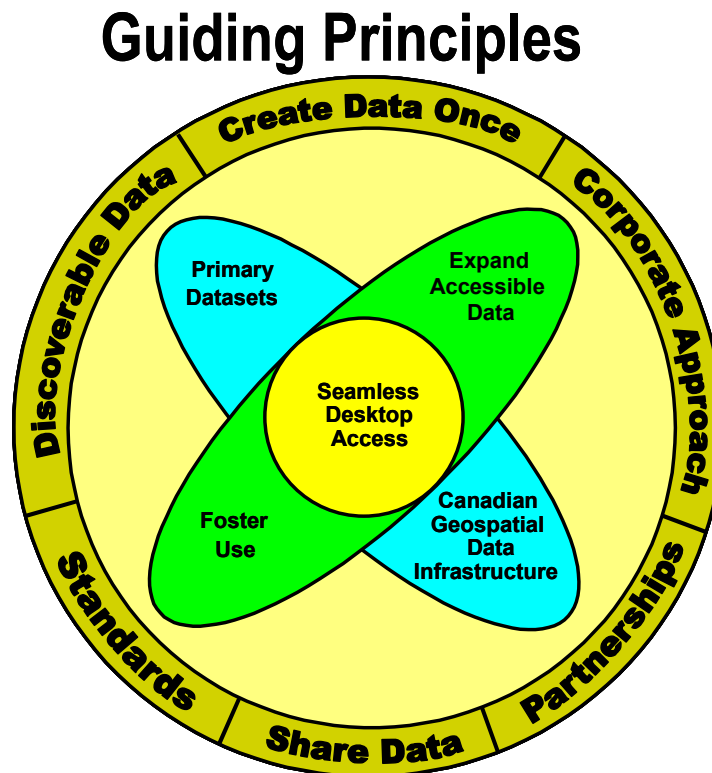


Figure 4 - GeoNOVA Guiding Principles

3.4. Building Blocks

Building blocks are the activities and initiatives aimed at achieving the elements of the vision. The following building blocks contribute directly to one or more vision elements and provide a framework for the development of tactical plans to realize the GeoNOVA vision:

- Governance Model
- Program Resources
- Develop Partnerships
- Discovery (via Data Directory & Metadata)
- Single Window Access to Distributed Data Holdings
- Foster Access and Use
- Maintain Primary Data Sets
- Policy & Standards
- Communication/Promotion

Figure 5 – GeoNOVA Building Blocks depicts how each component contributes to the development of the Vision Elements. Figure 6 – GeoNOVA Strategic Directions illustrates the inter-relationships between the vision, elements of the vision, guiding principles and building blocks.

3.4.1. Governance Model

GeoNOVA requires a governance model that works within the current realities of the stakeholders and provides a more effective forum than the current GeoNOVA Advisory Committee. It is recommended that GeoNOVA implement a multi-level, need driven, governance structure.

Consideration should be given to the GeoConnections node model. This entails a steering committee with specific “nodes” or committees formed around specific issues or special interests.

The GeoNOVA governance model needs to address the following four areas as priorities:

- Steering Committee
- Technical Specialists and Operational Managers Node
- Policy Node
- Municipal Node

Additional areas that should be considered include Standards, Resource Management, Socio-economic Applications, Education/Training, and Communications.

3.4.2. Program Resources

Program resources, in the form of staff, budget and partnership arrangements, will be needed from SNSMR to provide the leadership, direction and operational support to GeoNOVA. Resources are required to address:

- Direction/Management
- Policy
- Standards
- Communications
- Partnerships
- Technology Transfer
- Establishment & Management of the Access Infrastructure

It is critical that:

- SNSMR provide Director level focus to the planning, management and operation of GeoNOVA
- SNSMR staff a GeoNOVA Manager position to deliver the GeoNOVA program
- SNSMR aggressively pursue funding under the GeoConnections program to leverage resources in the establishment of the GeoNOVA information infrastructure

3.4.3. Develop Partnerships

GeoNOVA must develop and enhance its partnerships to work towards the implementation of the building blocks. Partnerships will enable sharing of data, use of common access mechanisms, leveraging of current projects, and leveraging of funding to achieve GeoNOVA's aims. In particular, there is an opportunity to use the Map Fund to leverage additional funding from other sources. Partnerships are required with:

- Municipalities
- Provincial departments
- Inter-provincially
- Federal departments
- Academic institutions

- GeoConnections program

Partnerships with municipalities and GeoConnections are priority areas.

3.4.4. Discovery (via Data Directory & Metadata)

A geographic data directory is a critical requirement as users demand a means of data discovery access via the Internet. Stakeholders are concerned with discovery of both hardcopy and digital data holdings. This is a foundational component to providing single window access to data. Key components of developing the discovery building blocks are:

- Develop a Discovery Strategy. Determine the model and architecture to be employed. Establish how the GeoNOVA discovery component integrates with GeoConnections, national “industry” initiatives (e.g. Canadian Geoscience Knowledge Network, National Forest Information System, Department of Fisheries and Oceans Portal), and a Nova Scotia Discovery Site
- Examine and adopt/adapt discovery and metadata standards
- Provide a discovery infrastructure
- Make existing directory data available. Determine a process to update this over time
- Foster inclusion of metadata processes in geographic business processes
- Foster inclusion of new data holdings
- Leverage funds to build metadata for critical holdings

3.4.5. Single Window Access to Distributed Data Holdings

GeoNOVA’s rallying cry for the next 5 years will be “access to all geographic information from the desktop”. This implies, among others, a technical infrastructure for data access and dissemination, a directory of geographic data holdings to enable discovery of data available, standards for data which enable integration of data sets, policies addressing access and use of data, agreements with data custodians, data which meets the requirements of the foregoing, and a support organization to assist users and sustain the initiative.

The “Single Window Access to Distributed Data Holdings” building block requires:

- Development of a strategy for single window access
- Securing agreement on a conceptual framework for access to distributed data holdings
- Establishment of data custodianship/stewardship agreements/understanding
- Implementation of the technical infrastructure

Opportunities to make additional data available via existing applications (e.g. SNSMR's DataDirect for downloading topographic and property data files or the Department of Transportation and Public Works Data Warehouse Pilot) should be pursued to demonstrate early successes in this area.

3.4.6. Foster Access and Use

Fostering the access and use of geographic information and technology, particularly by new users, requires a focus on “personal” support and technology transfer around new applications of geographic information.

Current data distribution representatives and map librarians in SNSMR Land Information Centres, should be equipped to assist users in finding data, or contacts, in other agencies. Once this information/process is developed it should be extended to customer service representatives in other agencies dealing with geographic information.

There is an opportunity to partner with academic institutions to provide geographic information access centres where the public can access data and staff or volunteers knowledgeable in the data's applicability and use.

The Nova Scotia Geomatics Center (NSGC) has done a number of pilot projects with new users but questions remain about the level of transfer of technology/expertise to the user departments and whether these projects are sustainable. Pilot projects of this nature are valuable in “seeding” new use of geographic information. Management attention must focus on ensuring capability is being built in the business area to ensure sustainability of the application.

The use of staff internships has proven most effective. GeoNOVA should pursue opportunities to cost share funding of internship positions.

3.4.7. Maintain Primary Data Sets

There is a continuing need to invest in the maintenance of the “primary” data sets:

- Aerial Photography
- Coordinate Referencing
- Topographic
- Property
- Civic Address

The use of partnerships in capturing data, or updates to data, at source will grow significantly. This is seen in the new Nova Scotia Topographic Database (NSTDB) 5 Year Maintenance

Strategy, civic addressing updates via municipal units, and the municipal role in the subdivision approval – parcel map update process. As data is available from partners at increasingly timely rates and at varying levels of accuracy, the importance of access to data, metadata tied to geographic features, and well-understood standards will grow.

Stakeholders have expressed demand for digital ortho-photography. Investigation of opportunities to provide this in the context of the Nova Scotia Topographic Database (NSTDB) 5 Year Maintenance Strategy and in collaboration with other provinces, should be pursued.

Opportunities to provide “primary” datasets to provincial departments via streamlined tools, like DataDirect, should be exploited as early successes.

3.4.8. Policy & Standards

Policies and standards are needed to support the development of GeoNOVA’s key building blocks, like discovery and single window access. They are not an isolated activity conducted for its own sake. Policy and standards must address the issues in a pragmatic fashion taking full advantage of national and international work.

There is a “crying need” to address the coordinate referencing (NAD’83, UTM) policy. The policy is unclear and implementation of NAD’83 and the UTM map projection is stalled. This issue of datum and map projection is fundamental to the definition of a common coordinate referencing framework for geographic information and must be addressed as an immediate priority.

The issues of data licensing and pricing require ongoing attention, particularly in light of potential federal government policy changes and growing stakeholder demands for the extension of “free” access to data to a wider community.

It is vital that Nova Scotia engages with and leverages the GeoConnections policy and standards work. This will require involvement with key GeoConnections’ nodes.

3.4.9. Communication/Promotion

To advance the aims of GeoNOVA an effective communications program must be executed to develop awareness and understanding with stakeholders and establish new stakeholders. GeoNOVA does not need to be a household name but it certainly should be “top of mind” for everyone in the geographic information community in Nova Scotia, from GIS students to emerging users to GIS professionals.

GeoNOVA must develop a communications strategy and communications plan. These should define the plan for:

- GeoNOVA’s web presence
- Promotional material
- Diverse methods of communication
- Means to connect with GIS in Nova Scotia’s schools

Continuous communications via meetings and presentations is very resource intensive. Effective alternatives must be employed. Full advantage must be taken of industry and GIS community events, like GIS Day.

SNSMR should use the results of the GeoNOVA Initiative – 5 Year Strategy to engage GeoNOVA stakeholders. The reports from the GeoNOVA study should be posted on the GeoNOVA web site and a limited number of presentations on the future directions targeted to key groups.

Building Blocks

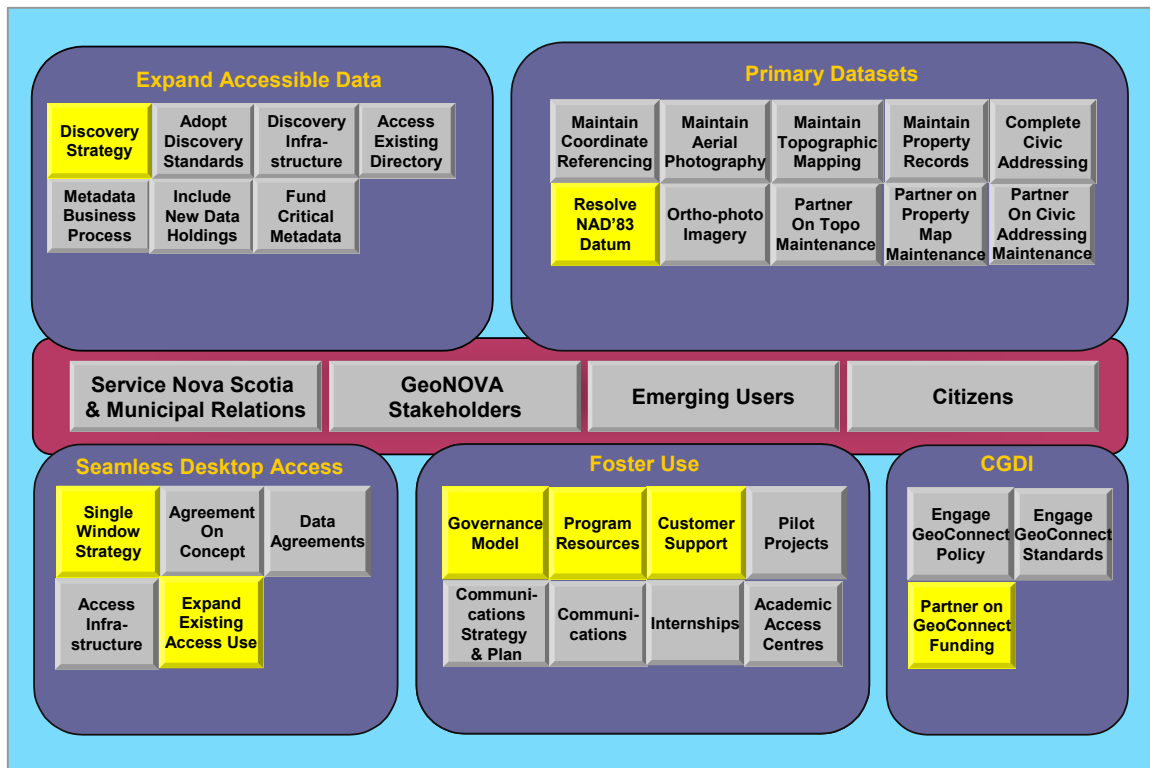


Figure 5 - GeoNOVA Building Blocks

3.5. Priorities

Given the magnitude of the scope of GeoNOVA and the effort involved, the following are the priorities for immediate action. These are taken from the preceding sections and not listed in any particular order.

- Develop and secure commitment to a new GeoNOVA governance model which includes a Steering Committee, Technical Specialists and Operational Managers Node, Policy Node, and Municipal Node
- SNSMR provide Director level focus to the planning, management and operation of GeoNOVA
- SNSMR staff a GeoNOVA Manager position to deliver the GeoNOVA program
- SNSMR aggressively pursue funding under the GeoConnections program to leverage resources in the establishment of the GeoNOVA information infrastructure
- Develop a discovery strategy
- Development of a strategy for single window access
- Pursue immediate opportunities to make additional data available via existing applications
- Equip current data distribution representatives and map librarians in SNSMR Land Information Centres to assist users in finding data, or contacts, in other agencies
- Continue maintenance of the “primary” data sets
- Pursue opportunities to provide “primary” datasets to provincial departments via streamlined tools
- Resolve the coordinate referencing (NAD’83, UTM) policy and implementation
- Engage with GeoConnections on policy and standards work
- Develop a GeoNOVA communications strategy and communications plan
- Use the results of the GeoNOVA Initiative – 5 Year Strategy to engage GeoNOVA stakeholders

4. CONCLUSIONS

There is strong support for SNS&MR to lead the GeoNOVA initiative for the next 5 years provided:

- A clear direction is set
- A workable governance model is employed
- Stakeholders are engaged as partners
- A realistic plan is set with achievable results
- Constraints stakeholders are working within are recognized

“Access to all geographic information from the desktop” will be the rallying cry. For this to become a reality, among others, a technical infrastructure for data access and dissemination, a directory of geographic data holdings to enable discovery of data available, standards for data which enable integration of data sets, policies addressing access and use of data, agreements with data custodians, data which meets the requirements of the foregoing, and a support organization to assist users and sustain the initiative must be established.

Many elements of the GeoNOVA vision exist in various places and various forms. It will require dedicated leadership and resources from SNSMR to bring these together and develop the GeoNOVA vision over the coming 5 years.

Stakeholders are looking to the future with anticipation. They see the benefits and potential of GeoNOVA. They want to see GeoNOVA as part of that future.