



V E R G E

STRATEGY GROUP

Association of Canada Lands Surveyors

Mission, Vision & Strategic Planning

Executive Summary

Prepared by: Grant Suderman
Telephone: 204 230-0676
gsuderman@vergestrategy.com

| | |
|--|-----------|
| EXECUTIVE SUMMARY | 3 |
| ACLS – Summary Tables | 7 |
| SECTION ONE – Prioritized List of Issues..... | 8 |
| SECTION TWO – Prioritized List of Opportunities | 10 |
| SECTION THREE – Strategic Initiatives..... | 12 |
| SECTION FOUR – Draft Project Plans | 14 |
| SUMMARY & NEXT STEPS | 16 |
| CONTACT INFORMATION | 17 |

Executive Summary

On November 12th and 13th 2014 an intensive two day mission, vision and strategic planning workshop was held in Winnipeg with the ten member ACLS council in attendance.

This workshop was convened in order to:

- a) Develop an ACLS organization vision and mission and,
- b) Construct a new strategic plan prioritizing and addressing numerous opportunities and challenges that have arisen since the last planning session held in Edmonton, November 2009.

The ACLS council reached consensus on the following Vision and Mission statements:

VISION - *ACLS will be a leader and valued partner in advancing the survey profession in Canada.*

MISSION - *We will achieve our vision by upholding our commitment to society and our role in supporting Canadian social and economic sustainability.*

We will carry out the objects of the Association as set out in the Canada Lands Surveyors Act. Acting with integrity in all things we will:

- i. Regulate members and ensure expertise by maintaining up to date national standards , qualifications and association governance;
- ii. Advance our profession by promoting the contributions of our members in building and maintaining the lands and offshore property fabric that is the foundation of Canada; and
- iii. Foster cooperative relationships with other organizations and governments.

STRATEGIC PLANNING PROCESS

Fundamental to ensuring a productive planning session it was important to:

- Ensure there was a high level of input into the planning process. With high levels of input we believe there will be a resultant high level of engagement in ensuring successful execution of the activities identified by the planning process.
 - Expectations are that high levels of engagement result in a high degree of ownership over the execution efforts by all involved in the process. We believe: Engagement = Ownership;
- Use Verge Strategy Group prioritization methodologies to ensure that the ACLS is investing their limited resources against the biggest and best ROI / ROTI (Return on Time Invested) opportunities available.

Considerable effort was then expended identifying the most critical issues (barriers to success) and opportunities facing the ACLS.

Utilizing Verge Strategy Group's planning and prioritizing model, the council was tasked with the following:

- Conducting in-depth opportunity and barrier to success scans;
- Prioritizing opportunities and barriers to success;

- Distilling key opportunities and issues;
- Developing initial drafts of the tactics, as time allowed, required to move forward.

Key Issues & Opportunities

The council agreed that the following were the most critical Issues & Opportunities arising from the planning process. Subsequent organizational focus of effort and further development of action plans is required:

1. Capitalize on changing landscape in the north /arctic/ aboriginal governments;
2. Promote the value of the profession to society
3. Improve inter-association / government cooperation in order to provide better services
4. Recruitment challenges & aging demographics
5. Potential for Declining & Volatile Revenue Stream to impact financial health of organization
6. Advance the implementation of a marine cadastre / develop & implement hydrography certification
7. ACLS workload & Lack of HR Plan
8. Invest in member professional development

ACLS – Summary Tables

The Summary Table section provides the workshop output in an at-a-glance format. This section is organized as follows:

- *Section One* contains the prioritized list of issues / barriers to success facing ACLS;
- *Section Two* contains the prioritized list of opportunities for ACLS;
- *Section Three* contains the final strategic initiatives;
- *Section Four* contains the start of project plans associated with addressing the planning and execution of the strategic initiatives.

SECTION ONE – Prioritized List of Issues Facing ACLS

| BARRIERS TO SUCCESS | | IMPACT Potential Impact on the Business | COMPLEXITY Difficulty in overcoming the Barrier / Gap | EXPENDITURE Additional Resources Required |
|---------------------|--|--|--|--|
| 1 | Demographics - Declining Membership | 10 | 2 | 0 |
| 2 | Executive Director Time Constraints | 10 | 4 | 8 |
| 3 | Revenue Stream | 10 | 7 | 3 |
| 4 | Corporate Finance- Revenue | 10 | 7 | 8 |
| 5 | Revenue sources E.g. Land claim surveys/ NT Mining Surveys | 10 | 7 | 8 |
| 6 | Fragmentation of Professional Surveyor (Prov. / PSC) | 10 | 10 | 10 |
| 7 | Demographics -senior professional staffing gov't, corps, etc. are leaving - corporate memory | 10 | 10 | 10 |
| 8 | Awareness of the value of our service | 9 | 5 | 10 |
| 9 | Offshore Development in the Arctic is not being addressed by gov't- Cadastre / charting | 9 | 7 | 8 |
| 10 | Succession Plan | 8 | 3 | 3 |
| 11 | Resources - (ACLS Staff) \$ / people+ Members Committees / JC | 8 | 4 | 10 |
| 12 | Not self-promoting - proud - too humble? E.g. DT Awards | 8 | 8 | 83 |
| 13 | PSC | 8 | 9 | 9 |

VERGE STRATEGY GROUP

| | | | | |
|----|--|---|---|----|
| 14 | Liaison with FNs | 8 | 9 | 9 |
| 15 | Keeping abreast of changes in survey technology changes | 7 | 3 | 3 |
| 16 | NSC Attendance | 7 | 7 | 5 |
| 17 | Recruitment | 7 | 7 | 10 |
| 18 | Lack of competent people for offshore | 7 | 8 | 10 |
| 19 | Cost of technological tools for ACLS - website, etc. | 6 | 1 | 8 |
| 20 | Perception that CLS is secondary.....not valuable | 6 | 5 | 2 |
| 21 | Misuse of technology / spatial data. Survey grade technology vs regular technology | 6 | 5 | 5 |

SECTION TWO – Prioritized List of Opportunities Ahead Of ACLS

| ORGANIZATION OPPORTUNITIES | | IMPACT Potential Impact on the Business | COMPLEXITY Complexity in Capitalizing on the Opportunity | EXPENDITURE Additional Resources Required |
|----------------------------|--|--|---|--|
| 1 | Recruitment of Prov. Surveyors / Students / Foreign Trained | 10 | 3 | 8 |
| 2 | Increased advocacy | 9 | 4 | 8 |
| 3 | Inter Association Cooperation | 9 | 5 | 5 |
| 4 | Targeted increase in public awareness | 9 | 5 | 10 |
| 5 | Increase work with PSC | 9 | 7 | 8 |
| 6 | Attracting new CLS students / foreign trained | 9 | 9 | 9 |
| 7 | Harmonization of Entry Requirements / Complaints & Discipline and CPD, Practice Review | 9 | 10 | 8 |
| 8 | NSC improve participation / profile | 8 | 4 | 6 |
| 9 | Hydrographic Certification | 8 | 4 | 9 |
| 10 | Collaborate with LS Organizations - Professional Networking, Harmonize CPD | 8 | 5 | 5 |
| 11 | Changes in FN Land Management and tenure (Promoting CLS System) | 8 | 7 | 8 |
| 12 | Focus on the North and the Arctic | 8 | 8 | 3 |
| 13 | Offshore | 8 | 8 | 3 |

VERGE STRATEGY GROUP

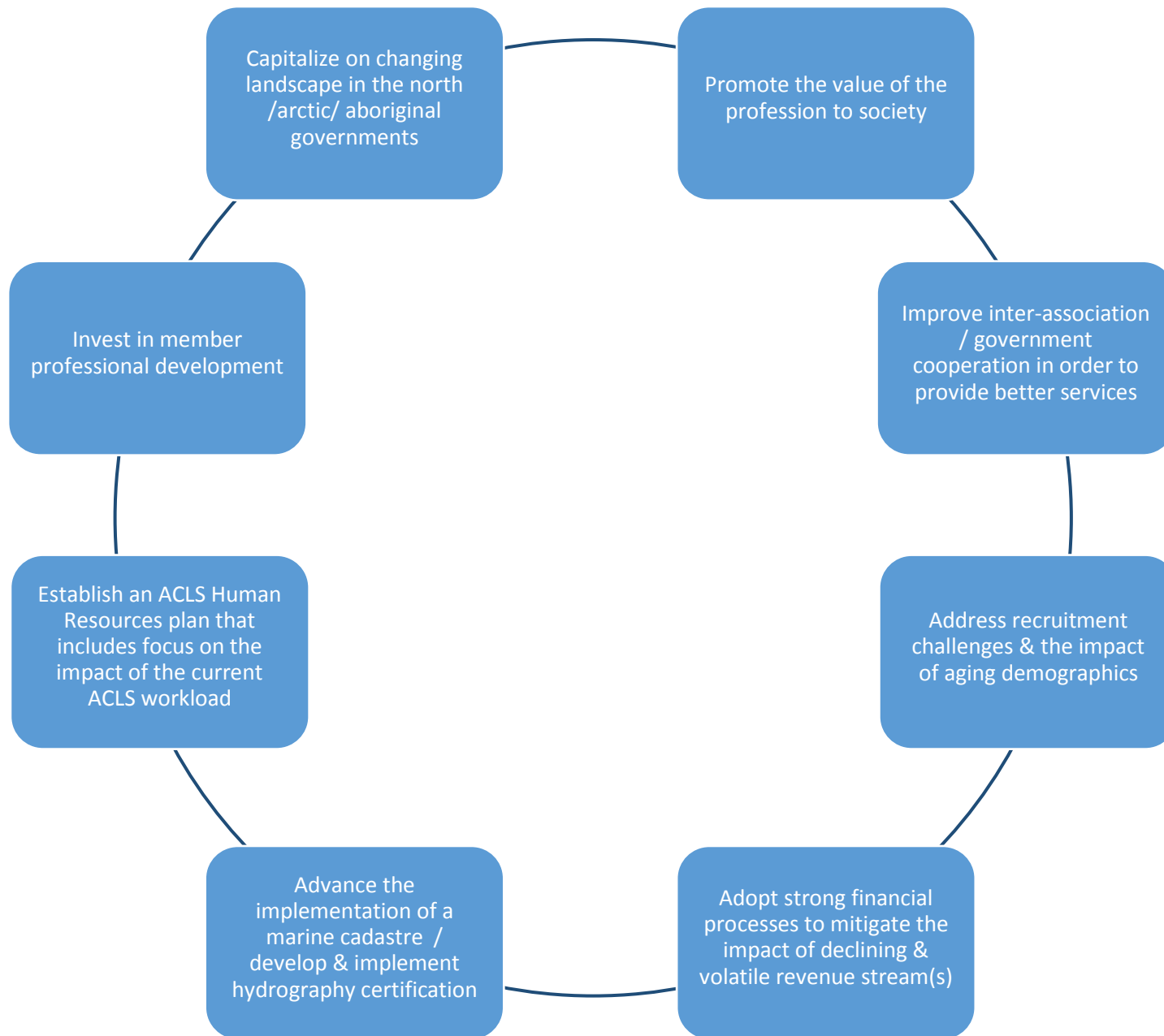
| | | | | |
|----|---|---|----|---|
| 14 | Offshore Cadastre | 8 | 8 | 8 |
| 15 | More /better liaison with aboriginal issues / organizations | 8 | 9 | 9 |
| 16 | Hydrographic Certification | 7 | 2 | 3 |
| 17 | Internationally Trained Professionals | 6 | 3 | 3 |
| 18 | SGB Initiated Standards Review | 6 | 3 | 5 |
| 19 | Making CPD Valuable | 6 | 6 | 9 |
| 20 | Interdisciplinary Approach | 6 | 10 | 3 |
| 21 | Parcel Renewal Initiative | 6 | 10 | 3 |

SECTION THREE – Strategic Initiatives

The council agreed that organizational focus of effort and further development of action plans for the following strategic initiatives would be the basis for the 2014 Strategic Plan:

- Capitalize on changing landscape in the north /arctic/ aboriginal governments. (Distillation of opportunities 11,12,15,21);
- Promote the value of the profession to society. (Distillation of opportunities 2,4,20);
- Improve inter-association / government cooperation in order to provide better services. (Distillation of opportunities 3,5,7,10);
- Address recruitment challenges & the impact of aging demographics. (Distillation of issues 1,7,17,18 and opportunities 1,6,17);
- Adopt strong financial processes to mitigate the impact of declining & volatile revenue stream(s). (Distillation of issues 3,4,5,11,19);
- Advance the implementation of a marine cadastre / develop & implement hydrography certification. (Distillation of opportunities 9,13,14,16);
- Establish an ACLS Human Resources plan that includes focus on the impact of the current ACLS workload. (Distillation of issues 10,25);
- Invest in member professional development.

SECTION THREE – STRATEGIC INITIATIVES CONT'D



SECTION FOUR – Draft Project Plans

| | |
|--|---|
| <p>Capitalize on changing landscape in the North /Arctic/ Aboriginal governments</p> | <p>Assemble an advisory focus group</p> |
| | <p>Develop post-devolution model by North / Aboriginal segments (Ideas - identify key stakeholders; complete an environmental scan; develop a forum to determine end state)</p> |
| | <p>Ensure engagement in the legislation process(es)</p> |
| | <p>Develop communication strategies / plans for gov't & First Nations</p> |
| | <p>Ensure liaison with First Nations / Others (?)</p> |
| | <p>Identify key players in the target communities (Ideas - develop relationship map / landscape map)</p> |
| | <p>Seek out 3rd party resources to assist in furthering the initiative</p> |

SECTION FOUR – Draft Project Plans cont’d

| | |
|--|--|
| Improve inter-association / government cooperation in order to provide better services | Pursue a national CPD Tracking System |
| | GEO-ED |
| | Get all CPD Comm. Involved |
| | Assessment of foreign educated professionals |
| | National Magazine |
| | Promotion of the profession (Pool Resources) (PSC) |

Summary & Next Steps

ACLS is to be congratulated for the considerable time and effort expended in this planning process. A great deal of input was gathered from the participants and the majority of it has been distilled into manageable key issues and opportunities.

At this point the action details to support the initiatives are still somewhat in the formative stage. More work is required to flesh out the action steps prior to assigning tasks to work groups, committees, etc.

Of note, this was the best group I have facilitated with, by far, in the last 10 years. The group is passionate, knowledgeable, committed to the profession and, as evidenced by the output, very hard working. It was a pleasure to be part of this group.

VERGE STRATEGY GROUP

Contact Information

If you have any questions or concerns, please do not hesitate to contact us.

VERGE STRATEGY GROUP

Grant Suderman

43 Simsbury Place

Winnipeg, MB R3P 2H4

Phone: (204) 230-0676

Email: gsuderman@vergestrategy.com

