

INTEGRATED
CADASTRAL
INFORMATION
SOCIETY

STRATEGIC PLAN

2025 – 2027

Land Acknowledgement

The Integrated Cadastral Information Society (“ICI Society”) respectfully acknowledges the many First Nations upon whose traditional and unceded territories we live and work. We honor the ancestors, elders, and contemporary stewards of these lands and waters. We acknowledge the enduring presence and resilience of First Nations in British Columbia.

Message from President and Board Chair

In 2026, the ICI Society will be celebrating a remarkable milestone – our 25th anniversary! Two and a half decades of collaboration, innovation, and success in sharing geospatial data, providing geospatial services, building trust among diverse members, and bridging connections across various sectors.

As we commemorate this significant milestone, we extend our deepest gratitude to each member organization, partner, stakeholder, and Board Member, past and present, who have contributed to the ICI Society's success. Your dedication, collaboration, and passion for ensuring the success of ICI Society has been instrumental in positively shaping our journey.

Over the past 25 years, the ICI Society has achieved remarkable successes, notably through the development of the ICI Society Cadastre, a pivotal initiative aimed at aggregating disparate parcel information across British Columbia. This innovative project laid the foundation for the success of the Land Title and Survey Authority of British Columbia's ParcelMapBC, a

comprehensive and standardized parcel fabric dataset for the province. The ICI Society distributes the fully attributed ParcelMapBC dataset to customers in various sectors, streamlining land administration and facilitating informed decision-making. Additionally, the ICI Society played a fundamental role in establishing the AddressBC database, the sole central repository for authoritative civic addressing information in British Columbia.

By spearheading these initiatives, the ICI Society has significantly enhanced data accessibility and accuracy, benefiting industries reliant on land and address information to better inform decision-making. Moreover, the Society's commitment to building trust and fostering relationships with a diverse member segment has been instrumental in sustaining these achievements, ensuring collaborative efforts and ongoing innovation in the realm of geospatial data management.

As we look ahead to the future of the ICI Society, we are committed to a strategic vision that embraces growth, innovation, and inclusivity. Our upcoming strategic plan outlines ambitious objectives that will propel us into a new era of impact and collaboration. We are excited to explore opportunities in Next Generation 9-1-1, leveraging cutting-edge technologies to enhance emergency response systems across British Columbia. Additionally, a key aspect of our vision is the expansion of First Nations membership and engagement within our Society, helping them build capacity to enable the contribution of geospatial data.

Furthermore, we aim to significantly increase the volume and diversity of geospatial data available to our members through our Data ShareHouse. In tandem, we are committed to modernizing our GeoShare data sharing infrastructure, ensuring seamless access and interoperability of geospatial resources.

We are eager to expand into new industries and domains, leveraging our expertise to deliver value and solutions to emerging sectors. These strategic initiatives will not only strengthen the ICI Society's impact but also cultivate new partnerships and opportunities for collaboration.

I am confident that the ICI Society will continue to be a beacon of excellence, fostering collaboration between local governments, First Nations, utilities, provincial ministries, crown corporations, and the private sector. In our 25 years, we have both strengthened the fabric of our organization, as well as contributed significantly to the growth and development of the collection and sharing of geospatial data within British Columbia.

I am thrilled and proud to share a more focused strategic plan. It provides direction and guidance for the ICI Society to identify and action priorities that engage stakeholders and provide value to our membership. This all starts with establishing a focus on our relationships, our products, our data, and our organization.

Together, we are embarking on an exciting journey towards a future where the ICI Society continues to be a leader in geospatial innovation, fostering connections, driving progress, and enriching the communities we serve.

I look forward to all the amazing work the ICI Society will accomplish in the years ahead!

Natasha Chen

President & Chair, Board of Directors | ICI Society
Director, Property Information | BC Assessment





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Our Context

Registered under the Societies Act, the ICI Society was incorporated in May 2001 to facilitate and streamline geospatial information sharing. The ICI Society is a one-of-a kind data-sharing model founded on collaboration, expertise, and trust that for over two decades has integrated and shared geospatial data such as cadastral parcels, civic addresses, utility infrastructure, and zoning to support the ICI Society's members. The ICI Society plays a key role in facilitating the collaboration between members, hosting User Conferences, and providing education and training on key geospatial data and services. In addition, the ICI Society, funds grant programs to enhance the quality, accuracy and delivery of geospatial data.

ICI Society is dedicated to fostering a dynamic and inclusive society where geospatial information is seamlessly integrated, accessible, and utilized to support sustainable land management, economic development, and informed decision-making. Collaboration in sharing geospatial data among ICI Society members offers numerous benefits, even for competing partners. By pooling resources and data, members gain access to a richer, more comprehensive dataset that enhances decision-making and operational efficiency.

Collecting geospatial data closest to source, from the authoritative custodian, is of high importance to the ICI Society as this ensures the data is accurate, current and easily accessible. With its well-established GeoShare, data sharing workflow, data is aggregated into a seamless data model from disparate sources. Also, by promoting the use of emerging and innovative approaches to geospatial data management, ICI Society supports the streamlining of processes, improving data quality and access, and enhancing the overall efficiency of geospatial operations for its members.



Furthermore, the ICI Society recognizes the importance of collaboration and engagement with all our partners. ICI Society values its diverse memberships' participation to incorporate their knowledge, perspectives and data sovereignty while building respectful partnerships and trust.

ICI Society is committed to continue fostering collaboration, sharing geospatial data, and building connections that contribute to the prosperity of British Columbia. ICI Society eagerly anticipates further expansion, diversification, and continued success in the years to come.

ICI Society strives to broaden its membership base within existing member classes and explore opportunities in new sectors. As a pioneering organization dedicated to advancing the sharing and aggregation of geo-spatial data, the ICI Society is eager to welcome diverse perspectives and expertise into its community. By expanding its membership, the ICI Society aims to foster greater collaboration, innovation, and knowledge exchange among organizations from various industries.

Additionally, the ICI Society is exploring potential partnerships with sectors that could benefit from its Data ShareHouse and expertise, ensuring mutual growth and advancement in the field of geospatial information.



Our Mission

To inform better decision-making by collecting and sharing geospatial data and leveraging relationships for the benefit of our members within British Columbia.

Our Vision

To be the leader in building a sustainable network for sharing geospatial solutions for our members, fostering collaboration for positive change and growth in British Columbia.



Our Capabilities

Value Proposition:

ICI Society members gain unique opportunities to increase efficiency by leveraging one-to-many relationships in accessing a single repository of geospatial data. We are a key collaboration hub for GIS expertise, data services and relationship building across the industry and within all levels of government.

ICI Society is a one of a kind, made in British Columbia, collaborative model:

- Serving as a one stop shop for aggregated and standardized geospatial data directly from authoritative sources.
- Sharing data, industry standards, and best practices leads to operational efficiencies and cost savings by reducing time-consuming data sourcing and inquiry responses.
- Providing communication opportunities between all member segments that enhances coordination and collaboration among members.
- Administering grant funding for address and parcel quality improvement and completeness in the Data ShareHouse.
- Leveraging ICI Society's outreach, and one to many relationships for promoting and supporting stakeholders' own projects and initiatives.

Building Trust:

The foundation of the ICI Society's success lies in the trust that ICI Society has meticulously built among its diverse membership. This trust has made it possible to collaboratively navigate challenges, share valuable data, and work towards common goals, even among competitors within the same industry.

Expanding and Diversifying:

The ICI Society's commitment to growth is evident in its efforts to extend its reach to ensure that geospatial data and collaboration opportunities are accessible to a broader spectrum of stakeholders across the province.

Guiding Principles

Bridging Connections:

ICI Society has been a catalyst in establishing connections between local governments, First Nations, utilities, provincial ministries, and the private sector. These bridges have not only facilitated data sharing but have also created a network that fosters understanding and cooperation among traditionally distinct entities.

Leveraging Relationships:

One of the ICI Society's greatest strengths lies in its ability to leverage relationships effectively. The ICI Society has excelled in creating meaningful partnerships, driving innovation, and achieving collective success through collaboration and this remains a key priority going forward.



Our Strategic Priorities

Strengthen Engagement with Stakeholders and Members

Focus on Core Products and Services

Establish a Data Framework

Modernize ICI Society

Strengthen Engagement with Stakeholders and Members

Increase involvement and engagement from each member segment by focusing on key initiatives that return maximum value to members, continue to diversify its stakeholders and showcase ICI Society's value to non-members.

Goals:

- Strengthen external communication to non-members and the broader community.
- Implement effective feedback mechanisms that allow for continuous improvement of communication strategies and practices.
- Forge strategic partnerships.
- Increase membership diversity.

Examples of Initiatives:

- Host open houses and other events to raise awareness among potential members.
- Engage with members to understand their unique needs and how the Data ShareHouse is being used.
- Re-establish Board member one-on-one meetings to continuously understand evolving needs and changes in priorities of the organizations they represent.
- Assemble new Working Groups to address strategic priorities.
- Increase involvement in conferences and industry events.
- Develop a membership acquisition strategy and plan.

Desired Outcomes:

- Increase ICI Society membership, focusing on First Nations and Associate member classes.
- Diversify membership with targeted recruitment campaigns.
- Enhanced external communications to non-members and the broader community that clearly articulate the value of ICI Society membership.
- Greater visibility and awareness of ICI Society's offerings and benefits among potential members and stakeholders.
- Deeper insights into the evolving needs and priorities of each member segment represented by Board members.
- Increased networking opportunities and connections with potential members and partners.



Focus on Core Products and Services

Identify initiatives that create the most value and provide the most benefit to members and prioritize projects that best support members. Create opportunities to share knowledge among members and increase the value proposition (value/ROI) for members.

Goals:

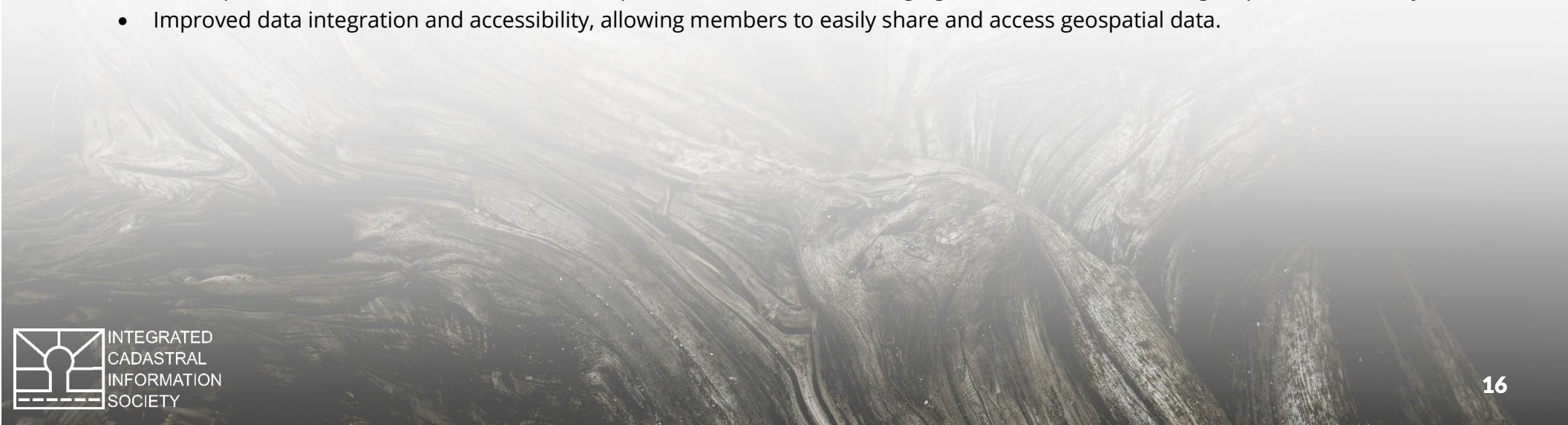
- Focus and prioritize current services and projects.
- Develop an education and knowledge sharing strategy.
- Enhance data currency and completeness.
- Explore new service offerings and data products.
- Modernize the GeoShare data exchange platform.

Examples of Initiatives:

- Engage with other like organizations to design and implement a project management governance model.
- Evaluate the benefit of existing and potential projects, and providing insight on what resources are required to complete projects.
- Facilitate educational sessions and networking events for members.
- Develop a project governance model.
- Conduct a technology gap assessment.

Desired Outcomes:

- A refined and prioritized portfolio of services and projects that align with member needs and organizational goals.
- Implement robust project management governance model to ensure efficient and effective project execution.
- Clear understanding of resource requirements and allocation for prioritized projects to maximize impact and efficiency.
- A well-structured education program offering regular educational sessions, seminars, and workshops tailored to member priorities.
- A dynamic platform for members to share knowledge, experiences, and best practices, fostering a collaborative learning environment.
- Develop and introduce new services and data products that address emerging needs and trends in the geospatial community.
- Improved data integration and accessibility, allowing members to easily share and access geospatial data.



Establish a Data Framework

Establishing a data framework for the ICI Society will enhance data quality, security, and accessibility, ensuring members have reliable and valuable information to support their initiatives.

Goals:

- Conduct a data assessment.
- Identify security gaps.
- Identify accuracy gaps.
- Develop a data management strategy and governance framework.

Examples of Initiatives:

- Create forum for members to identify data needs, gaps, and errors.
- Facilitate workshops to gather data requirements.
- Review and analyse internal data management processes.
- Assess potential risks associated with identified security gaps, including the likelihood and impact of data breaches.
- Survey members to gain a better understanding of required datasets that are not in the Data ShareHouse.

Desired Outcomes:

- A detailed catalog of all data assets, including their sources, formats, usage, and ownership.
- Established metrics for assessing data quality, leading to a better understanding of current data health.
- Identification of specific areas for data quality improvement and a prioritized action plan.
- Implementation of ongoing processes for monitoring and maintaining data accuracy.
- Active member participation in identifying data needs, leading to more relevant and useful datasets.
- Continuous improvement of internal workflows, enhancing efficiency and effectiveness in data management.

Modernize ICI Society

Improve corporate stewardship by staying current with social issues and maintaining an environment where the ICI Society can continue to contribute to the greater good of the Membership. Ensure that the ICI Society maintains its value in the industry and continuously ensuring members see good value in their membership.

Goals:

- Assess capabilities and current fee structure.
- Review the ICI Society's value proposition.
- Position the ICI Society as a thought leader in the industry.
- Stay ahead of industry trends and ensure service and product offerings are relevant and valuable.
- Implement initiatives that demonstrate the ICI Society's commitment to social responsibility.

Examples of Initiatives:

- Model capabilities based on current resources and project future needs to deliver on the value proposition.
- Research similar data aggregators composition and value.
- Track and monitor the cost of doing business to evaluate one initiative versus another.
- Understand operational costs.
- Focus on the benefits that interest ICI Society members.
- Quantify efficiencies for members.

Desired Outcomes:

- Accurate modeling of future needs based on current resources, ensuring the Society can continue to deliver on its value proposition.
- A modernized value proposition that reflects current member needs, industry trends, and competitive landscape.
- Identification and enhancement of key benefits that matter most to members, ensuring they see tangible value in their membership.
- Insights from researching similar data aggregators, helping to benchmark and improve the Society's offerings.
- Successful implementation of initiatives that showcase the ICI Society's commitment to social responsibility and community engagement.



Disclaimer

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