

REUBEN DANAKODY

PROFESSIONAL EXPERIENCE

Land Title & Survey Authority of British Columbia

2019 – Present

Director & Administrator, Land Owner Transparency Registry Services

The first-of-its kind in Canada, the Land Owner Transparency Registry (LOTR) is a registry of information about individuals who are deemed to have an indirect interest in land such as through corporations, trusts and partnerships. This information is housed in a searchable public database. This registry became operational on 30 November 2020 by way of the Land Owner Transparency Act and the Land Owner Transparency Regulation.

I hold the statutory role of Administrator of the *Land Owner Transparency Act* (LOTA) in British Columbia where I am responsible for the general administration of LOTA, subject to any general policy direction given by the Government of British Columbia's Minister of Finance. My key statutory responsibilities include:

- Establishing the form and manner of filing transparency records, submitting applications and any other documents submitted to the administrator;
- Reporting to the Minister as required on the administration of LOTA and related matters
- Making LOTR information available to the public and to agencies authorized to conduct inspections and searches, and establishing how the information may be searched
- Reviewing and deciding on applications to omit information if health or safety is at risk and applications to correct or change information;
- Developing and providing public information and education regarding the administration of LOTA as needed.

I have been extensively involved in the build of the registry since LOTA received Royal Assent in May 2019 and this is on-going as we prepare to launch search capabilities of the registry which will be in force effective 30 April 2021. The journey from inception to operationalization of this registry has required me to ensure the execution of the following critical objectives and deliverables:

- Translation of statute into business architecture and system solution;
- Provision of information and education to legal professionals, regulators, governments, law enforcement, taxing authorities and the public;
- Development of internal processes and procedures;
- Development of external policies, guidelines and procedures;
- Development of web content, resources, forms, customer support materials and videos;
- Operationalizing the business and customer support services.

Director, Integrated Business & Customer Solutions

As a leader of a team 33 staff, I provided innovative property valuation/taxation products and services that enabled the annual valuation of 400,000 properties and collection of over \$1.7 billion in taxes. I had a diverse span of leadership and operational accountabilities and have delivered exceptional results:

Strategic Governance & Operational Excellence

- Development and governance of annual strategic and business plans, \$20 million budget, staffing plans and business performance measurement with a robust performance reporting framework utilizing advanced data analytics technology.
- Developed business process improvements and automation to improve the efficient delivery of 800,000 property valuations, tax notices and communications material that contributed to savings of almost \$200,000 annually.
- Leadership and oversight of activity based cost management operational work strategies that have resulted in human resource savings of \$800,000 annually.
- Provided comprehensive human resource services to the the branch's 170 staff including recruitment services, competency development, policy development and custom training programs.

Business Innovation & Customer Experience

- Lead the branch in overall sustainment and transformational programs for the information technology and infrastructure services that support the core business valuation and taxation system, GIS and drafting applications, data analytics and e-commerce applications.
- Improved digital customer experience by implementing a new customer e-commerce platform that offers comprehensive self-serve products and property information that resulted in an 83% increase in web traffic in 1 year.
- Built further enhancements to the customer e-commerce platform that enhanced digital customer experience and delivered savings of up to \$400,000.
- Enhanced working relationship with the Government of Alberta to develop a transparent and sustainable strategy for the collection of government revenue payments.

Property valuation, leadership and strategic governance experience in this British Columbia Crown Corporation. Extensive hands-on expertise in property valuation in all property sectors, operational leadership of regional offices and leadership in strategic governance. Successful record of planning and implementing operational excellence and continuous improvement programs and an exceptional ability to build customer and stakeholder relationships

Leadership & Strategic Governance

- Maintained comprehensive real estate knowledge and line of sight with socio-economic matters in the province to develop innovative business and customer-centric solutions through negotiations, policy development and legislation to align with shareholder's goals and economic direction.
- Leadership accountability of a large region in British Columbia, Canada comprising 3 field offices, 110 staff, \$5 million annual budget and valuation of over 365,000 properties worth over \$170 billion.
- Served as Acting Vice President of field operations providing oversight of property valuation operations comprising 15 field offices, over 500 staff and with a \$33 million operating budget.
- Led a team of 23 director-level leaders to develop and govern 5-year corporate business plans and \$90 million budget for the executive team and the board of directors.
- Led the inaugural development, governance and execution of the Operations Division's annual operating plan and budget.

Customer Relationship Management

- Promoted organizational brand, products and key messages through media and speaking engagements with governments, industry and at professional organizations.
- Delivered a long-term property valuation solution for multiple complex high-profile properties located in 48 municipal jurisdictions. Mitigated loss of over \$10 million annually in municipal revenue and retained public and stakeholder confidence.

Real Estate / Property Acumen

- Accountable for the annual property valuation of over 365,000 properties worth over \$170 billion.
- Extensive experience in property valuation of residential, industrial, commercial, institutional and legislated properties.
- Undertaken all approaches to property valuation (income, cost and market) for complex properties such as hotels, shopping centers, office buildings, industrial plants, shipyards, development land, airspace parcels, strata buildings, etc.
- Business enterprise valuation experience for going concerns such as hotels. Valuation undertaken for brands such as Fairmont, Four Seasons, Shangri-La, Hyatt, etc.
- Prepared complete property valuation reports in accordance with Canadian Uniform Standards of Professional Appraisal Practice standards and provided expert witness testimony on assessment appeals.

Property Development & Investments Consultant

- Provided property development and investment feasibility studies for public listed companies, investment banks and governments in Singapore, Malaysia, Indonesia, Australia and Uzbekistan for large long-term integrated property development projects as large as 50,000 acres and infrastructure projects costing US\$10 billion. Diverse scope of consulting services included advice on land assembly/acquisition, land reclamations, market, economic and environmental analyses, development mix and phasing, marketing strategies and financial analyses (including cash flow projections, discounted cash flows and direct capitalization). Some major assignments included:
 - Land assembly and valuation for the construction of highways pursuant to 'build-operate-transfer' and 'build-operate-own' agreements;
 - Property development feasibility study and financial analysis to support a proposed bridge crossing from Malaysia to Indonesia;
 - Property development feasibility study and financial analysis to support the development of a second causeway and customs-immigration centre between Singapore and Malaysia.
 - Valuation of a major hotel in Uzbekistan for joint venture agreement between Uzbekistan and Malaysian consortium;
- Undertook various complex property/asset evaluations for investment acquisitions, divestitures, expropriations and public private partnerships. Some major assignments included:
 - Asia Pacific region property investment study for Union Bank of Switzerland (UBS);
 - Investment outlook study for Standard Chartered Bank;
 - Asset valuation of Sultan of Brunei's Malaysian assets;
 - Asset and company valuations for securities commission due diligence and initial public offerings
- Leasing of office and retail space and marketing of purpose-built office buildings to private and institutional investors in South East Asia and Australia.

EDUCATION	PROFESSIONAL CREDENTIALS
Harvard Business School (Boston, USA) <i>Strategic Marketing Management (2014)</i>	Real Estate Institute of British Columbia (RI) <i>Professional Member ~ 20 years</i>
University of British Columbia (Canada) <i>Executive General Management (2014)</i>	<u>International Association of Assessing Officers (IAAO)</u> <i>Professional Member ~ 11 years</i>
Human Capital Institute (Denver, USA) <i>Strategic Workforce Planning (2013)</i>	<u>International Property Tax Institute (IPTI)</u> <i>Professional Member ~ 3 years</i>
<u>University of British Columbia (Canada)</u> <i>Urban Land Economics (2004)</i>	
<u>British Columbia Institute of Technology (Canada)</u> <i>Marketing Management – Real Estate (1992)</i>	