



Business Plan

2017/18 to 2019/20

Land Title and Survey Authority
of British Columbia



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Corporate Description

The Land Title and Survey Authority of British Columbia (LTSA) is a publicly accountable, statutory corporation responsible for operating BC's land title and survey systems.

The LTSA is established as a regulatory authority, independent from government, with the mandate to “manage, operate and maintain the land title and survey systems of British Columbia”. The framework for the LTSA's delivery of these systems is set out in the *Land Title and Survey Authority Act* and the [Operating Agreement](#) with the Province.

As the operator and regulator of BC's land title and survey systems, the LTSA is charged with the reliable and secure delivery of these systems that are an essential underpinning to BC's private property market and the civil justice system. These systems also support civic governance, taxation and Crown land management frameworks. The LTSA maintains BC's land title and survey systems through timely and efficient registration of land title interests and survey records, and enables efficient title, document and plan search services.

In collaboration with the Province, which maintains the legislative framework for BC's land title and survey systems, the LTSA provides advice for legislative proposals from an operational perspective. The LTSA issues Crown grants at the Province's direction, provides support services for the recording and management of Crown land tenure records, and maintains an advisory role in the First Nation Treaty Settlement process by providing guidance on boundary matters, historical records research, survey methodology and the mapping of treaty settlement lands.

The LTSA processes about 3.9 million online transactions annually. Approximately 21 per cent of transactions are for registration of land title interests and approximately 79 per cent are for searches of registered records and issuance of certificates.

The LTSA consults with stakeholders to deliver efficient, sustainable, cost-effective operations and prudent financial management. The LTSA is an efficient and progressive organization that enjoys excellent customer trust and satisfaction.

Innovation

The LTSA is continually developing, implementing and managing new processes and systems to ensure it meets the ever-evolving needs of its stakeholders.

Integrity

The LTSA and its employees are accountable for maintaining public trust in BC's land title and survey systems. The LTSA provides assurance that its services are delivered honestly, ethically, and with integrity.

Trust

With an earned reputation for reliable, trusted and accountable public administration, the LTSA is poised to move its mission forward over the next three years.

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Mission, Vision, Values

Mission	Vision	Values
<p>Deliver responsive and trusted expertise, and reliable land title and survey systems, which are an essential foundation to economic and social prosperity in BC.</p> <p><i>See how the LTSA is fulfilling its mission on pages 5 through 14.</i></p>	<p>Provide exceptional service and innovative solutions as the trusted source of land registry and land information services in British Columbia.</p> <p><i>Read about the LTSA's steps to realize its vision on page 15.</i></p> 	<p>ACCOUNTABILITY We are accountable and responsive to customers and stakeholders.</p> <p>INTEGRITY We act with the highest standards of integrity.</p> <p>RESPECT We treat each other and our customers and stakeholders with respect.</p> <p>IMPROVEMENT We continuously develop our business, knowledge and skills.</p>

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Joint Message from the Chair of the Board of Directors and the President and Chief Executive Officer

This business plan describes the LTSA's strategy over the next three years, activities to implement the strategy, and performance measures to ensure these activities are successful. The ultimate aim is the operation and delivery of secure and reliable land title and survey systems.

In addition to delivering trusted land registry systems, the LTSA's vision now includes the provision of new land information services such as ParcelMap BC. LTSA will continue to involve stakeholders as it considers and develops new services.

ParcelMap BC, the single, complete, trusted and sustainable electronic map of active titled parcels and surveyed provincial Crown land parcels in BC, will display all regions in BC in June 2017. Customers can access ParcelMap BC through myLTSA, and from ltsa.ca in the future. Once completed, ParcelMap BC will be available as a platform for the intuitive display of geographic-based property information from a variety of sources.

The LTSA recently launched Project ACE (Advanced Customer Enhancements). The main goals of the project are to leverage technology to improve the electronic filing experience for

existing customers and to increase the efficiency and consistency of examination and registration of land title applications. Planned for completion in 2019, the project will incorporate extensive stakeholder and customer consultation.

The strategic objectives discussed in this Business Plan reflect the LTSA's commitment to its stakeholders to administer sustainable, reliable, customer-focused operations.

[Geoff Plant, Q.C.](#)
Chair, Board of Directors

[Connie Fair](#)
President and Chief Executive Officer

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Business Priorities

The LTSA has four objectives for the 2017/18 to 2019/20 fiscal years to support its mission of delivering responsive and trusted expertise, and reliable land title and survey systems — an essential foundation to economic and social prosperity in BC.

The four objectives will be achieved in compliance with the complex regulatory framework that applies to the LTSA, through responsible and prudent fiscal management, and as a result of innovation and business improvements.

These objectives focus on maintaining confidence and integrity of the systems through:

- Accountable collaboration with the Province and consultation with stakeholders on regulatory, operational and practice matters.
- The customer-centric delivery of services.
- Optimal human resources management.
- The sustainable and cost-effective management of LTSA operations.

Some current and future innovation highlights include:



ParcelMap BC will be leveraged to develop additional geographic-based property information services.



Streamlining electronic filing processes through Project ACE by moving from PDF land title forms to web forms and expanding online searching and filing capabilities.

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Strategic Objective 1: Stakeholder and Customer

Maintain confidence in the integrity of BC’s land title and survey systems.

Stakeholders and customers look to the LTSA to uphold BC’s secure, reliable, and trusted land title and survey systems. To meet these expectations, the LTSA collaborates with the Province in maintaining

the legislative framework for the systems, and also consults the Province and professional stakeholders to obtain advice and suggestions on regulatory, operational and practice matters.

Strategies

- Operator – Administer the land title and survey systems in accordance with statutory requirements, administrative justice principles and the agreed-to transactional performance standards, as well as conserve historic records.
- Regulator – Protect the integrity of the land title register and survey systems by ensuring access to accurate and reliable information, undertaking proactive outreach with stakeholders and users, implementation of fraud prevention measures and maintenance of appropriate disaster recovery and crisis communication plans.
- Steward – Establish an accountable leadership forum with the Province to identify mutual strategic priorities and monitor coordinated action, including the advocacy of the security and reliability of BC’s land title and survey systems.
- Strategist – Uphold the quality of the land title and survey systems through strategic and operational regulatory activities, conduct ongoing regulatory scans for best practices, inform the Province’s legislative priorities with relevant operational and policy advice, establish practice standards for the filing and registration of land title and survey applications to monitor fraud attempts and Assurance Fund claims.

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Strategic Objective 1: Stakeholder and Customer [cont'd]

Key Initiatives

Administration of Land Title and Survey Systems

The LTSA manages BC's land title and survey systems in accordance with related enactments and an [Operating Agreement](#) with the Province, and in a manner that ensures security and confidence. The LTSA is committed to continuous improvement in service consistency for its customers.

The LTSA is continuing efforts to preserve its collection of historic land title and survey records. Ongoing conservation efforts are targeting the highest priority documents — those that are both in high demand and in poor physical condition. The LTSA continues to take steps to archive original historical documents such as Absolute Fee Books, and maintain these records in an electronic format. These actions support access to the information contained in the records and preserve the original documents.

Access to Accurate and Reliable Information

The LTSA aims for the highest standards of practice in the use and management of BC's land title and survey systems. Best practices are established for all aspects of the LTSA's business, and these approaches are supported through defined policies and procedures.

Accountable Leadership

The LTSA and the Province share responsibilities for informing the legislative and regulatory framework of BC's land title and survey systems. Effective, accountable ongoing communication between the two entities supports coordinated regulatory action and continued alignment with the priorities of the Province.

Regulation of Land Title and Survey Systems

In establishing practice requirements and procedures, LTSA officials liaise with the Province, stakeholders, and the professionals who interact with LTSA systems on behalf of their customers or employers. The strict application of these requirements ensures the integrity of, and trust in, the land title and survey systems of BC. An example is the Quality Verification program launched in 2016 with lawyers and notaries to ensure electronic filing subscriber compliance with the *Land Title Act* to maintain the integrity of BC's land title system.

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Strategic Objective 1: Stakeholder and Customer [cont'd]

Performance Measures

Targets

Measures	17/18	18/19	19/20
	— 95% of transactions completed within —		
Land Title registration	6 days	6 days	6 days
Crown Land Survey Plan approval	21 business days	21 business days	21 business days
Crown Grant issuance	21 days	21 days	21 days
Overall customer satisfaction rating	Implement plan to improve satisfaction ratings	83% overall satisfaction rating	Implement plan to improve satisfaction ratings

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Strategic Objective 2: Quality plus Efficiency

Improve and deliver professional, consistent and responsive services.

The LTSA continues to develop and enhance BC's land title and survey systems. Focused on improving customer-facing electronic services, the LTSA is developing and implementing initiatives that meet changing customer needs. Customer service remains a top business priority for the LTSA in developing and maintaining reliable, secure systems that are available when customers need them.

Key Initiatives

ParcelMap BC

ParcelMap BC is a single, complete, trusted, and sustainable electronic map of active titled parcels and surveyed provincial Crown land parcels in BC. Updated by the LTSA on a continual basis, ParcelMap BC offers an accessible, visual parcel information infrastructure to fulfill a long-standing need for location-specific information that supports a wide range of programs and activities.

ParcelMap BC offers the following benefits:

- Supports faster and more accurate real property transactions.
- Improves the speed and efficiency of land-related research, planning and business decisions through the current spatial representation of a given parcel and its relationship to adjacent parcels.
- Facilitates the ability to search parcels by civic address.
- Minimizes possible data discrepancies and confusion by reducing the need to consult separate spatial systems in BC.

Once ParcelMap BC displays all regions in BC in June 2017, it will be a platform for value-added information layers and other services provided by the LTSA or other entities.

Improve Customer-facing Services

Through Project ACE, the LTSA will streamline how professional, government and business customers electronically file, and enable them to quickly reference instructional and policy help. myLTSA Explorer has already been updated to permit the general public to conduct a wider range of searches.

Improve Internal Processes

The LTSA will continue to improve the consistency of land title examination decisions, and clarify its written communications to customers, such as Notices Declining to Register.

Strategies

- Ensure ParcelMap BC is fully operational in June 2017, on time and on budget.
- Implement Project ACE by investing in technology, achieving operating efficiencies, and realizing a human capital plan.
- Continue to improve internal processes to achieve better customer responsiveness, and efficient and consistent decision making.

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Strategic Objective 2: Quality plus Efficiency [cont'd]

Performance Measures

Targets

Measures	17/18	18/19	19/20
ParcelMap BC	Fully operational system, and commencement of value-added enhancements	Continue value-added enhancements	Continue value-added enhancements
Improve Electronic Filing	Implement improvements to searching and electronic filing for professional customers	Continue improvements to electronic filing	Continue improvements to electronic filing

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Strategic Objective 3: Learn and Improve

Ensure the optimum structure, people and tools.

The LTSA employee base is continuing to gain experience and skills to keep up with evolving technology, processes and customers' expectations. Ongoing leadership training, knowledge sharing, and effective performance management initiatives are supporting employees to develop a depth and breadth of knowledge, skills and abilities.

Strategies

- Implement plans to improve employee engagement.
- Focus on performance management for all employees to support the continued transition to a performance and values-driven, customer-centric organization.
- Continue the development of leadership capacity to create succession candidates for leadership and other specified key roles.

Key Initiatives

Engagement

The LTSA will implement action plans to promote increased career development opportunities and improve internal communications by using information gathered from both formal employee engagement surveys and informal employee focus groups.

Performance Management

Performance management targets and tools will continue to be shared with employees to enhance employee engagement and increase transparency of business priorities and goals.

Enhanced productivity measurement and performance management will be used to identify trends and opportunities for improvement. Performance planning and management will also emphasize the due diligence and careful public administration of the land title and survey systems in the public interest while optimizing customer service and prudently managing financial performance.

Leadership Capacity

Continued training and mentorship of leaders and managers across the organization will complement employee engagement activities in developing leadership capability to help the LTSA capture and share knowledge across its geographically-dispersed organization.

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Strategic Objective 3: Learn and Improve [cont'd]

Performance Measures

Targets

Measures	17/18	18/19	19/20
Employee engagement survey	Re-survey employees	Improve results against prior survey	Re-survey employees
Performance management participation rate	Achieve 100% participation	Achieve 100% participation	Achieve 100% participation

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Strategic Objective 4: Financial

Investing to improve customer service and internal efficiency.

Sound financial planning and risk management measures will be maintained to ensure the stability and sustainability of LTSA operations. Capital investment of internally-generated net income in required and anticipated service enhancements is critical to this sustainability. Careful planning and strategic investment decisions will continue to directly address customer needs, and contribute to the LTSA's high levels of customer satisfaction and confidence.

Key Initiatives

Assurance Fund

To ensure the sufficiency and stability of the Assurance Fund, periodic actuarial reviews will be conducted to reflect changing market conditions, transaction volumes and claims history.

Contingency Cash Reserve

A Contingency Cash Reserve will be maintained at a prudent level to provide a buffer against rapid changes in business activity.

Strategies

- Use sound financial planning tools to achieve efficient and sustainable business objectives.
- Manage costs in line with revenues ensuring that the LTSA has sufficient net income to meet ongoing operational and capital investment needs.
- Maintain the Assurance Fund at a high statistical confidence level by conducting periodic actuarial assessments.
- Maintain the Contingency Cash Reserve at a prudent level while still allowing sufficient reinvestment of capital to keep pace with customer needs and the changing marketplace.
- Use a risk management framework methodology and reporting mechanism to mitigate reputational, financial and regulatory impacts.
- Evaluate, on the basis of a business case, business development opportunities to ensure customer, regulatory and financial objectives are achieved.

Net Income from Core Business and myLTSA

Continue to tightly manage costs to generate net income to fund ongoing capital investments in essential land title and survey systems.

Sound Financial Management

The LTSA will continue to manage its finances, with awareness of identified risks. Such risks will be managed through appropriate methodologies, reporting mechanisms, and mitigation strategies to maintain the LTSA's sound financial position.

Based on the organization's capital reinvestment goals, the LTSA Board and Executive team will further define annual financial performance measures to ensure the organization has the necessary capacity to invest in service enhancements in the public interest.

Risk Management

To mitigate exposure to unnecessary risks in reputation, financial matters, and regulatory obligations, the LTSA will continue to refine its risk management framework.

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Performance Measures

Targets

Measures	17/18	18/19	19/20
Assurance Fund	Maintain a \$6 million cash reserve to fund the Assurance Fund Reserve	Maintain a \$6 million cash reserve to fund the Assurance Fund Reserve	Maintain a \$6 million cash reserve to fund the Assurance Fund Reserve
Contingency Cash Reserve	Maintain an additional cash reserve of the equivalent of 25% of annual cash operating costs	Maintain an additional cash reserve of the equivalent of 25% of annual cash operating costs	Maintain an additional cash reserve of the equivalent of 25% of annual cash operating costs
Core business + ParcelMap BC	Positive operating margin to allow continued reinvestment	Positive operating margin to allow continued reinvestment	Positive operating margin to allow continued reinvestment

The Next Three Years

Renewing the electronic filing system through Project ACE is a priority.

Over the next three years, the LTSA will complete ParcelMap BC and commence work to leverage the system for value-added offerings.

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In 2018/19



- Implement significant improvements to electronic filing.
- Streamline customer-facing procedures and help materials.
- Conduct formal research with stakeholders and customers.
- Implement value-added enhancements to ParcelMap BC.

In 2019/20



- Complete significant improvements to electronic filing.
- Implement value-added enhancements to ParcelMap BC.
- Conduct Employee Engagement Survey.

In 2017/18



- ParcelMap BC is fully operational; begin to plan value-added enhancements to ParcelMap BC.
- Plan improvements to electronic filing.
- Continue to enhance the myLTSA portal through new and improved services.
- Conduct Employee Engagement Survey.

Contact Information

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Mailing Address for all Land Title Offices

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New Westminster, British Columbia
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Land Title Office Locations

Kamloops Land Title Office

Kamloops/Nelson Land Title Districts
Suite 114-455 Columbia Street
Kamloops, British Columbia

New Westminster Land Title Office

Vancouver/New Westminster Land Title Districts
Suite 300-88 Sixth Street
New Westminster, British Columbia

Victoria Land Title Office

Victoria/Prince George/Prince Rupert
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