
Land Title & Survey Authority
of British Columbia

2018/19 — 2020/21

BUSINESS PLAN



bc Land
Title & Survey

innovation. | integrity. | trust.

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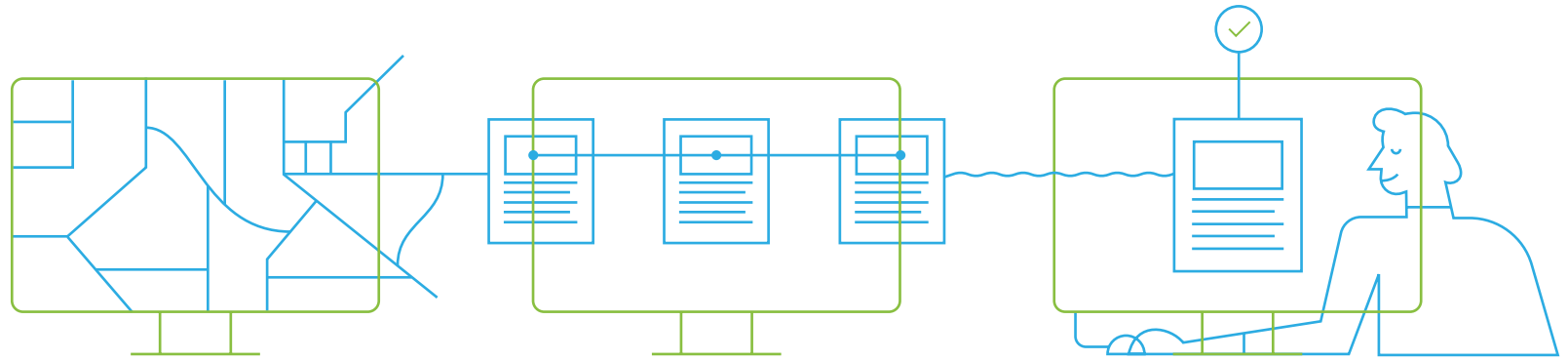


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This Business Plan describes the strategy for the Land Title and Survey Authority of British Columbia (LTSA) over the next three years, including activities to implement the strategy, and performance measures to ensure they are successful. The ultimate aim is the operation and delivery of secure and reliable land title and survey systems.

The LTSA will continue its focus on pursuing operational excellence, including increases to land title examination automation and other operating efficiencies. Major technology-based projects are under way to create the infrastructure required not only to maintain modern land title and survey systems, but also to establish platforms for leveraging technology in the future and to foster growth. The LTSA is also exploring opportunities in which to invest, so as to grow and improve services to the citizens of British Columbia.

Leveraging the investment in ParcelMap BC presents one such possibility. With the completion of its initial build in 2017, the LTSA will focus on operationalizing the ParcelMap BC technology and refining service delivery efficiencies. We will also take action on a plan to encourage widespread adoption of ParcelMap

BC as the authoritative cadastral fabric and foundation to support the creation, aggregation and distribution of location-based information by all levels of government.

Project ACE (Advanced Customer Enhancements) is one of the projects supporting the LTSA's strategy of operational excellence. Project ACE will modernize Electronic Filing System technology and improve services to customers. It includes the development and implementation of a human capital model to support the organization as the complexity of incoming applications to the LTSA grows, as well as fostering knowledge, skills and abilities for long-term success. The Business Plan reflects the necessary activities to deliver on this initiative.

The strategic objectives discussed in this Business Plan reflect the LTSA's commitment to its stakeholders to administer sustainable, reliable, customer-focused operations. We will continue to meet or exceed the performance requirements of the Operating Agreement with the Province of British Columbia as well as maintain our mutually supportive and beneficial relationship.



Janice Comeau
Chair, Board of Directors



Connie Fair
President and Chief Executive Officer

CORPORATE OVERVIEW

The 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.” Guidance for the LTSA is provided by 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 which 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, the LTSA safeguards the legislative framework for BC’s land title and survey systems. Reports on the LTSA’s achievement against performance requirements established by the Province are published annually.

The LTSA processes about 4.2 million online transactions annually. Approximately 20 percent of transactions are for registration of land title interests and approximately 80 percent are for searches of registered records and issuance of certificates.

With a reputation for accountable, reliable and trusted public administration, the LTSA is a progressive, responsive organization that enjoys excellent customer satisfaction. This reputation is critical to uphold stakeholder and customer support for the LTSA’s operation of the land title and survey systems in British Columbia.

Innovation

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

Integrity

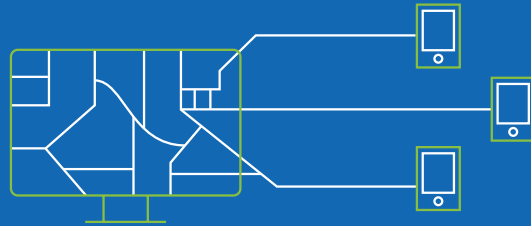
The LTSA and its employees are accountable for maintaining public trust in BC’s land title and survey systems. The LTSA provides assurance that its services are delivered honestly, ethically, and with integrity.

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.

MISSION, VISION, VALUES

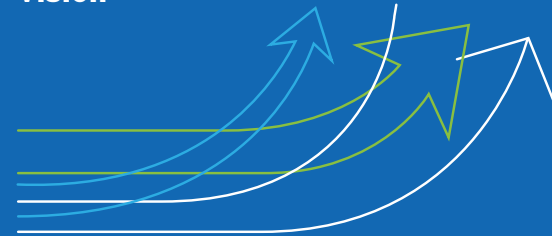
Mission



Our mission is to deliver responsive and trusted expertise and reliable land title and survey systems, which are an essential foundation to economic and social prosperity.

See how the LTSA is fulfilling its mission on pages 5 through 13.

Vision



Our vision is to provide exceptional service and innovative solutions as the trusted source of land registry and land information services in BC.

Read about the LTSA's steps to realize its vision on page 14.

Values



Accountability

We are accountable and responsive to customers and stakeholders.



Integrity

We act with the highest standards of integrity.



Respect

We treat each other and our customers and stakeholders with respect.



Improvement

We continuously develop our business, knowledge and skills.

BUSINESS PRIORITIES

- Maintain confidence in the land title and survey systems and help customers improve their processes
- Diversify business to increase services and maintain financial sustainability
- Deliver professional, responsive services using a customer-centric approach
- Ensure optimum structure, people and tools

These 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.

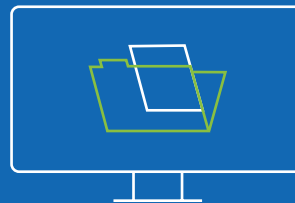
The LTSA has four strategic objectives for the 2018/19 to 2020/21 fiscal years to support its mission of delivering responsive and trusted expertise, and reliable land title and survey systems — an essential foundation to economic and social prosperity in BC.

Some current and future innovation highlights include:



ParcelMapBC

Leverage ParcelMap BC for geographic-based, value-added property information services



Streamline electronic filing processes through Project ACE by moving away from PDF-based land title forms to online data entry and integrating searching and filing capabilities



Explore ways to assist customers with increasing the effectiveness of their processes

STRATEGIC OBJECTIVE 1: Stakeholder and Customer

Maintain confidence in land title and survey systems and help customers improve services.

The LTSA creates value by supporting security and certainty of title through the efficient registration of land title interests and survey records, and by providing access to reliable land title and survey information. By virtue of that responsibility, the LTSA must maintain the trust and confidence of stakeholders and customers.

Confidence is supported through an open and accountable governance structure. The LTSA relies upon a steward relationship with real property professionals. This relationship ensures the reputation and quality of the land title register and survey structure is maintained.

Strategies



Develop land-related services for customers



Increase effectiveness of existing customers



Mitigate the potential for fraud or errors in the land title register

STRATEGIC OBJECTIVE 1: Stakeholder and Customer (continued)

Key Initiatives

Improve Customer-Facing Services

Project ACE will deliver improved customer-facing services through the replacement of the aging Electronic Filing System with modern technology. Known as Web Filing, this service will streamline how professional, government and business customers electronically file and enable them to quickly reference instructional and policy help. Extensive customer consultations have begun and will continue throughout the development and release of Web Filing to ensure the LTSA is meeting customer needs.

Feedback from the biennial stakeholder and customer survey will be used to inform other service improvements. The Quality Verification program for land title applications is continuing to protect the integrity of the land title register.

Administration of Land Title and Survey Systems

The LTSA is continuing efforts to preserve its collection of historic land title and survey records.

Ongoing conservation efforts target 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 Parcel Books, and maintain records of them in electronic format. These actions support access to the information contained in the records while preserving the original documents.

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Performance Measures		Targets		
MEASURES	2018 / 2019	2019 / 2020	2020 / 2021	
	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	90% overall satisfaction rating	Implement plan to improve satisfaction rating	90% overall satisfaction rating	

STRATEGIC OBJECTIVE 2: Financial

Diversify business to increase services and maintain financial sustainability.

Sound financial planning and risk management measures will be maintained to ensure the stability and sustainability of LTSA operations. Capital investment of 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 customer satisfaction and confidence levels.

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 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

STRATEGIC OBJECTIVE 2: Financial (continued)

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

Maintain a Contingency Cash Reserve at a prudent level to provide a buffer against rapid changes in business activity.

Cash Flow from Operations

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

Sound Financial Management

Continue to manage 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 capacity to invest in service enhancements in the public interest.

Risk Management

To mitigate exposure to reputational, financial, and regulatory risks, the LTSA will continue to refine its risk management framework.

Performance Measures		Targets		
MEASURES	2018 / 2019	2019 / 2020	2020 / 2021	
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	
Cash Flow from Operations	\$8 million annually to allow continued reinvestment	\$8 million annually to allow continued reinvestment	\$8 million annually to allow continued reinvestment	

STRATEGIC OBJECTIVE 3: Internal Processes

Deliver professional responsive services using a customer-centric approach.

The LTSA has chosen to foster a customer-centric approach in its development and delivery of services to customers. It requires the organization to excel at understanding customer needs through building long-term learning relationships and providing appropriately customized services. These services will meet the changing needs of customer segments over time. Maintaining reliable and secure land title and survey systems that are available when customers need them will always be a core success factor of this objective.

Strategies



Operationalize ParcelMap BC technology and refine service delivery efficiencies



Improve internal processes to support efficient, customer-focused services

STRATEGIC OBJECTIVE 3: Internal Processes (continued)

Key Initiatives

ParcelMap BC

In June 2017, the LTSA completed the initial build of ParcelMap BC, the current, complete and trusted representation of all titled and Crown land parcels that forms the spatial data infrastructure for supporting land-related research, planning and business decisions.

Work is underway to operationalize the technology and refine service delivery efficiencies in preparation for widespread adoption of ParcelMap BC as the authoritative cadastral fabric and foundation to support location-based information for all levels of government.

Improve Internal Processes

The LTSA will continue to explore ways to increase the volume of registration transactions processed online, mostly through the Project ACE initiative. Efforts are ongoing to ensure all online systems are available 99% of the scheduled access time.

Performance Measures	Targets		
	2018 / 2019	2019 / 2020	2020 / 2021
ParcelMap BC	Operationalize technology and refine service delivery efficiencies	Widespread adoption and develop value-added enhancements	Continue development of value-added enhancements
Percentage of Registration transactions processed online	96%	97%	98%
External IT Service Availability	99% of scheduled access time	99% of scheduled access time	99% of scheduled access time

**STRATEGIC OBJECTIVE 4:
Learn and Grow**

Ensure the optimum structure, people and tools.

With the focus on engaging customers using a customer-centric approach and the operational efficiencies expected through Project ACE, the LTSA's organizational structure will be aligned toward customer service over the next year.

In addition, the LTSA will continue to develop an engaged workforce with the necessary knowledge, skills and abilities to meet future capacity requirements.

The employee base is continuing to gain experience and skills to develop learning relationships with customers and keep up with evolving technology and processes. Ongoing leadership training, knowledge sharing, and effective performance management support employee development for long-term success.

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

STRATEGIC OBJECTIVE 4: Learn and Grow (continued)

Key Initiatives

Engagement

The LTSA will implement action plans to promote increased career development opportunities and improve internal communications by using information gathered from 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.

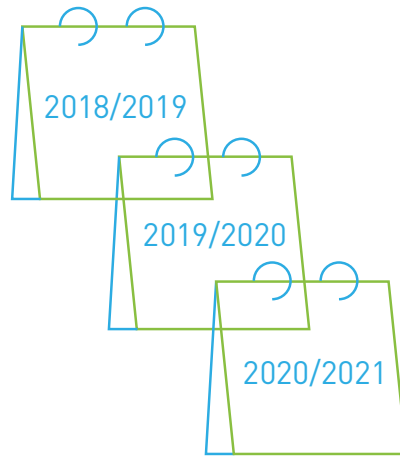
Enhanced productivity measurement and performance management will be used to identify trends and opportunities for improvement. Performance planning and management will also emphasize the careful public administration of the land title and survey systems, while optimizing customer services with a focus on prudent management of financial performance.

Leadership Capacity

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

Performance Measures	Targets		
	2018 / 2019	2019 / 2020	2020 / 2021
Employee Engagement Survey	Implement plan to improve engagement by 3%	Re-survey employees	Implement plan to improve engagement against prior survey
Performance Management Participation Rate	Achieve 100% participation	Achieve 100% participation	Achieve 100% participation

THE NEXT THREE YEARS



Over the next three years, the LTSA will focus on a customer-centric approach and continue to pursue operational excellence through Project ACE. Preparation for widespread adoption of ParcelMap BC, while exploring opportunities to leverage existing investments and foster growth, are also key multi-year activities. During this period, the LTSA will be working in close consultation with customers to ensure initiative outcomes meet customers' needs and expectations.

In 2018/2019

- Operationalize ParcelMap BC technology and refine service delivery efficiencies.
- Develop Web Filing to improve how customers electronically file.
- Conduct formal research with stakeholders and customers.
- Explore opportunities to leverage existing investments to service public sector and other customers.

In 2019/2020

- Implement Web Filing with customers, including streamlined customer-facing procedures and help materials.
- Encourage widespread adoption of ParcelMap BC and develop value-added enhancements.
- Conduct Employee Engagement Survey.
- Implement opportunities to service the public sector and other customers.

In 2020/2021

- Complete Web Filing adoption and develop enhancements.
- Continue development of value-added enhancements for ParcelMap BC.
- Conduct formal research with stakeholders and customers.
- Continue implementing opportunities to service the public sector and other customers.

CONTACT INFORMATION

Land Title and Survey Authority of British Columbia Corporate Office

Suite 200-1321 Blanshard Street
Victoria, British Columbia
V8W 9J3

General Inquiries

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www.ltsa.ca

Follow Us on Twitter and LinkedIn

twitter.com/ltsabc
[linkedin.com/company/land-title-and-survey-authority-of-british-columbia](https://www.linkedin.com/company/land-title-and-survey-authority-of-british-columbia)

Mailing Address for all Land Title Offices

Land Title Office

Suite 300-88 Sixth Street
New Westminster, British Columbia
V3L 5B3

**PLEASE NOTE:
THE NEW WESTMINSTER
LAND TITLE OFFICE WILL BE
MOVING IN AUGUST 2018 TO:**

Land Title Office

Anvil Centre
Suite 500 – 11 Eighth Street
New Westminster, British Columbia
V3M 3N7

Surveyor General Division Mailing Address

Surveyor General Division

Suite 200-1321 Blanshard Street
Victoria, British Columbia
V8W 9J3

Land Title Office Locations

Kamloops Land Title Office

Kamloops/Nelson Land Title Districts
Suite 114-455 Columbia Street
Kamloops, British Columbia
V2C 6K4

New Westminster Land Title Office

(note upcoming address change)

Vancouver/New Westminster
Land Title Districts
Suite 300-88 Sixth Street
New Westminster, British Columbia
V3L 5B3

Victoria Land Title Office

Victoria/Prince George/
Prince Rupert Land Title Districts
Suite 200-1321 Blanshard Street
Victoria, British Columbia
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