

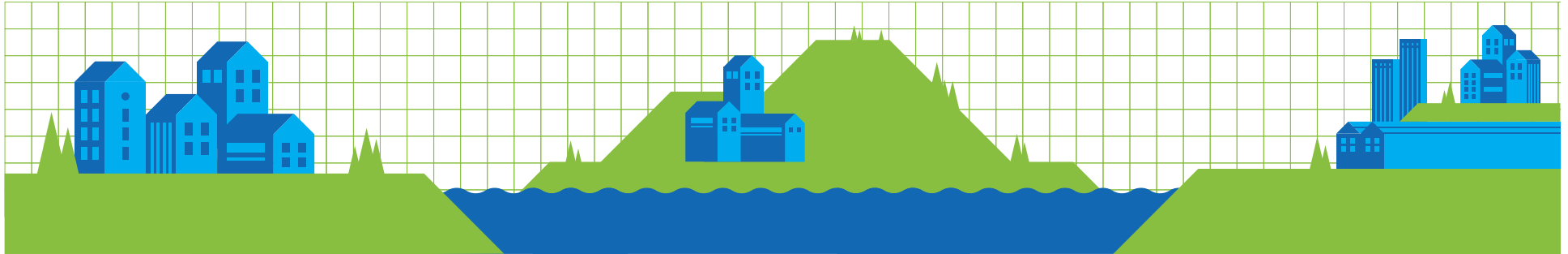


2019/20 — 2021/22

BUSINESS PLAN

Land Title & Survey Authority
of British Columbia

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

This Business Plan describes the main activities the Land Title and Survey Authority of British Columbia (LTSA) plans to take over the next three years to implement its strategy, including performance measures to ensure these activities are successful.

The LTSA strategy is a continued focus on operational excellence, including increases to land title examination automation and other operating efficiencies such as optimizing internal and customer-facing processes. The LTSA will also capitalize on existing infrastructure and organizational competencies to develop additional products and services for both the public sector and existing customers.

Project Advanced Customer Enhancements (ACE) is an initiative that supports the LTSA's strategy of operational excellence. Progress continues with modernizing the Electronic Filing System technology and improving services to customers. There

will be several releases in 2019 with an end goal of increasing automation of land title applications from 50 percent of current submissions to 70 percent. Further, the recent restructuring of the LTSA combines all operations into one division focused on delivering efficient, customer-focused services. Our Business Innovation Division has more resources to support the delivery of additional products and services.

The restructure also supports our delivery of new services within the public sector to assist government in delivering requirements under its 30-Point Plan for Housing Affordability in BC as well as other efficiency initiatives. To this end, the LTSA has created and is operating the Condo and Strata Assignment Integrity Register in addition to supporting government in other areas. We are also exploring the opportunity to assist First Nations with title registration services and are leveraging our investment in ParcelMap BC through encouraging adoption by all

local governments in BC. In 2018, the LTSA purchased new software, AUTOPROP, which we plan to use to improve services initially within the real estate sector and subsequently expanded to modernize services in other areas.

Over the next three years, we are transforming our business to improve efficiency, increase customer service and develop additional products and services within the public sector and for existing customers. 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 OF THE BOARD



CONNIE FAIR
PRESIDENT & 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 a regulatory authority, independent from government, with the mandate to “manage, operate and maintain the land title and survey systems of British Columbia.” The *Land Title and Survey Authority Act* and the Operating Agreement with the Province provide guidance for the LTSA. The LTSA's Board of Directors is chosen from stakeholder nominations and strives to reflect the diversity in the province of BC.

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 4.4 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 the issuance of certificates. In addition, the LTSA provides land title information data feeds to the Province, local governments, BC Assessment and other consumers of real estate information.

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 support the LTSA's “social license” to operate 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

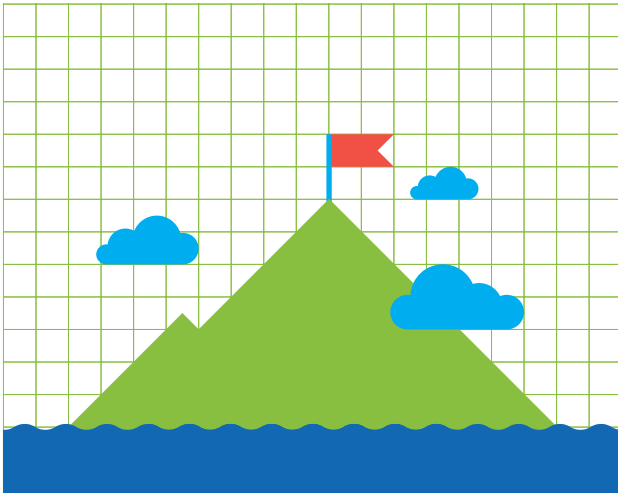
The LTSA and its employees are accountable for maintaining public trust in BC's land title and survey systems. The LTSA provides assurance that its services are delivered honestly, ethically, and with integrity.

→ ⊙ →

TRUST

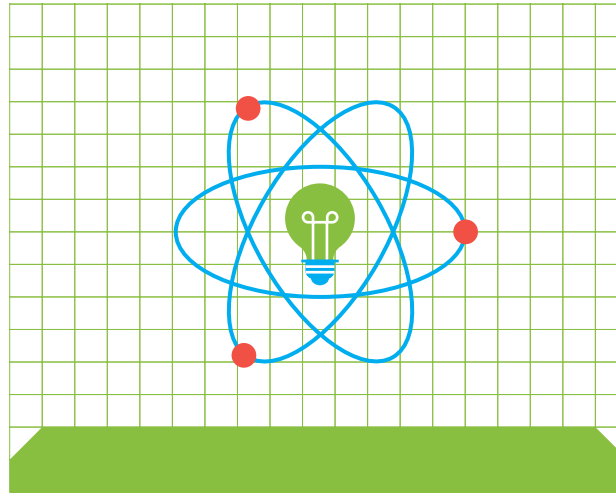
With an earned reputation for reliable, trusted and accountable public administration, the LTSA is poised to move its mission forward over the next three years.

Mission, Vision, Values



MISSION

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



VISION

Provide exceptional service and innovative solutions as the trusted source of land registry and land information services in British Columbia.



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

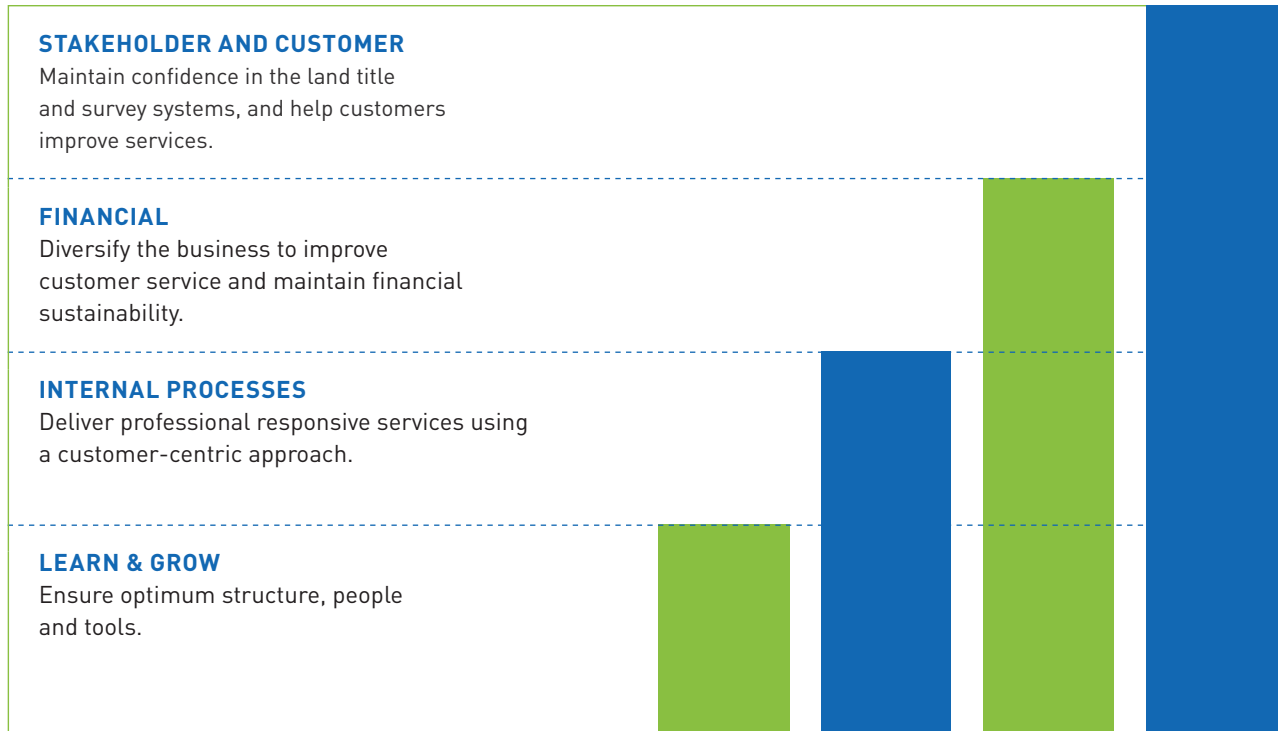
We continuously develop our business, knowledge and skill.

Business Priorities

The LTSA has identified four strategic objectives to support its mission of delivering responsive and trusted expertise and reliable land title and survey systems, which form an essential foundation to economic and social prosperity in BC.

In alignment with key areas of the business, these objectives outline what we want to accomplish and how we plan to accomplish it.

The LTSA will achieve these objectives in compliance with the regulatory framework that applies to the organization, through responsible and prudent fiscal management, and by continually seeking innovation and ways to improve the business.



Strategic Objective 1: Stakeholder & Customer

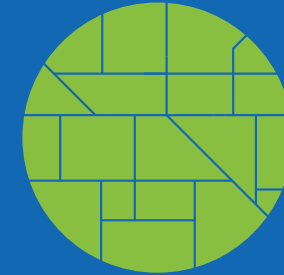
Maintain confidence in land title and survey systems and help customers improve services.

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.

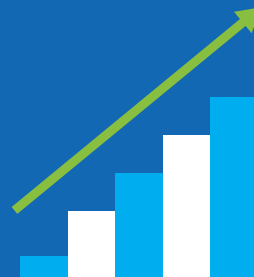
Confidence is supported through an open and accountable governance structure.



Develop land-related services for public sector customers.



Develop land-related services for existing commercial customers.



Increase customers' search and filing efficiency and reduce errors in applications.



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

Strategic Objective 1: Stakeholder & Customer (continued)

Key Initiatives

Land-related services for public sector customers:

- Build and operate a new Condo and Strata Assignment Integrity Register on behalf of the Ministry of Finance
- Leverage the investment in ParcelMap BC as the basis for a platform of various services
- Support First Nations with information on the option of land title registration at the LTSA

Land-related services for existing commercial customers:

- Develop solutions to support efficient conveyancing
- Leverage AUTOPROP software to provide more comprehensive real estate information
- Develop custom information services for enterprise level customers

Project Advanced Customer Enhancements (ACE)

In support of operational excellence, Project ACE will replace the aging Electronic Filing System launched in 2004 with modern web-based forms and includes recent legislative changes to facilitate 100 percent electronic applications. The completion target for this project is set for 2020.

PERFORMANCE MEASURES		TARGETS	
MEASURES	19/20	20/21	21/22
Overall customer satisfaction rating	Address issues raised in 2018/19 survey	90% overall satisfaction rating	Address issues raised in 2020/21 survey
Percentage of Defects	Decrease over 2018/2019 as Project ACE completes	Decrease over 2019/2020	Decrease over 2020/2021

Strategic Objective 2: Financial Plan

Diversify business to increase services and maintain financial sustainability.

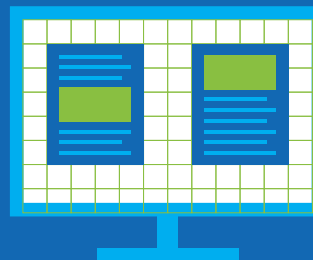
Sound financial planning and risk management measures will be maintained to ensure the stability and sustainability of LTSA operations. Capital investment of internally-generated net income in required and anticipated service enhancements is critical to this sustainability. Careful planning and strategic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



Manage financial results to provide sufficient net income to meet operational and capital investment needs.



Increase and diversify sources of revenue.



Invest cash reserves into new services for existing customers.

Strategic Objective 2: Financial Plan (continued)

Key Initiatives

Assurance Fund

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

Contingency Cash Reserve

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

Net Income from Core Business and myLTSA

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

Sound Financial Management

The LTSA will continue to manage its finances, being aware 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.

PERFORMANCE MEASURES		TARGETS		
MEASURES	19/20	20/21	21/22	
Cash Flow from Operations to fund continued reinvestment	\$8 million	\$8 million	\$8 million	
Cash reserve to fund the Assurance Fund Reserve	Maintain \$6 million	Maintain \$6 million	Maintain \$6 million	
Cash Reserve to fund portion of annual cash operating costs	25% of annual cash operating costs	25% of annual cash operating costs	25% of annual cash operating costs	

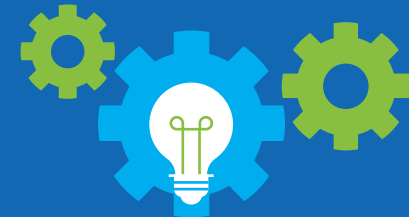
Strategic Objective 3: Internal Processes

Deliver professional responsive services using a customer-centric approach.

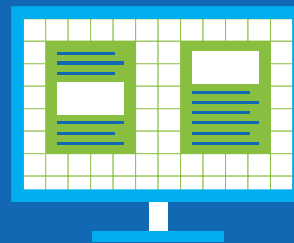
The LTSA has chosen to foster a customer-centric approach in its delivery and development of services to customers. Maintaining a reliable and secure land title and survey system that is available when customers need it will always be a core success factor of this objective.



Develop knowledge of key customers and understand their wants, needs and changing expectations.



Develop common processes to speak as one voice and support efficient, customer-focused services.



Move all services online.



Leverage existing systems to support additional services.

Strategic Objective 3: Internal Processes (continued)

Key Initiatives

Operational Excellence

The core strategy is to focus on meeting targets for turnaround delivery times, running a cost-efficient operation, and providing excellent service to customers. We will continue to drive automation and improve internal and customer-facing processes.

Formalize a Voice of Customer Program

The LTSA has been surveying its customers every two years to gauge performance against customer satisfaction targets and to measure the level of trust customers have in the organization. The LTSA also captures feedback from various listening posts across the business. To hone our customer-centric approach and elevate customer experience, the LTSA will look to harmonize these channels through a more formalized program integrated with its operations.

Cyber Security and Resilience

As the LTSA moves more of its services online, we will continue to examine ways to optimize cyber security measures, neutralize threats and build resilience to safeguard the registers we administer as well as maintain our reputation as a 'trusted source' for land information.

Historical Records Conservation and Digitization

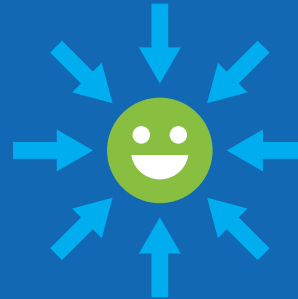
The LTSA is continuing the digitization of its historic land title and survey records collection, and conservation efforts will remain ongoing. These actions support our online services strategy ensuring wider access to the information contained in the records while also protecting the original documents.

PERFORMANCE MEASURES		TARGETS		
MEASURES	19/20	20/21	21/22	
Percentage of Registration transactions processed online	95%	Increase over 2019/20	Increase over 2020/21	
Adoption of ParcelMap BC	50 organizations (cumulative)	75 organizations (cumulative)	100 organizations (cumulative)	
Transactions Performance Results (in business days)	95% of transactions completed within:			
Land Title Registration	6 days	6 days	6 days	
Crown Land Survey Plan	21 days	21 days	21 days	
Crown Grant Issuance	21 days	21 days	21 days	
External IT Service Availability	99% of scheduled access time	99% of scheduled access time	99% of scheduled access time	

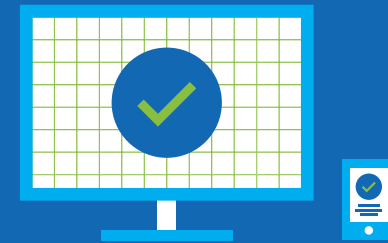
Strategic Objective 4: Learn and Grow

Ensure the optimum structure, people and tools.

With the shift to engaging customers using a customer-centric approach, the operational efficiencies expected through Project ACE, and the longer-term benefits of our organization restructure, the LTSA is developing an engaged workforce with the necessary knowledge, skills and abilities to capitalize on the business opportunities ahead.



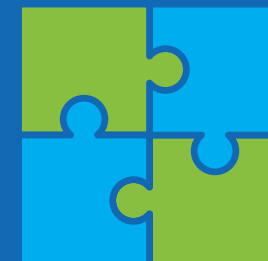
Build a customer-centric culture and engaged workforce.



Apply modern technology.



Develop leadership capability.



Improve structure and process for creating and providing services.

Strategic Objective 4: Learn and Grow (continued)

Key Initiatives

Organization Restructure

The implementation of an organizational restructuring to support the achievement of the company’s strategic direction will ensure the right people are performing the right functions under the right structure for the LTSA to be successful over the longer term.

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.

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.

PERFORMANCE MEASURES		TARGETS	
MEASURES	19/20	20/21	21/22
Employee engagement survey	Re-survey employees; +3% over 2017/18 engagement rate	Implement plan to improve engagement	Re-survey employees; improve over 2019/20 engagement rate
Employee learning and development investment rate	3.5% of total Salaries	3.5% of total Salaries	3.5% of total Salaries
Total employee turnover rate	Quarterly rate <2.5%	Quarterly rate <2.5%	Quarterly rate <2.5%

Contact Information

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