



innovation. | integrity. | trust.

2020/21–2022/23

BUSINESS PLAN

Land Title & Survey Authority of British Columbia

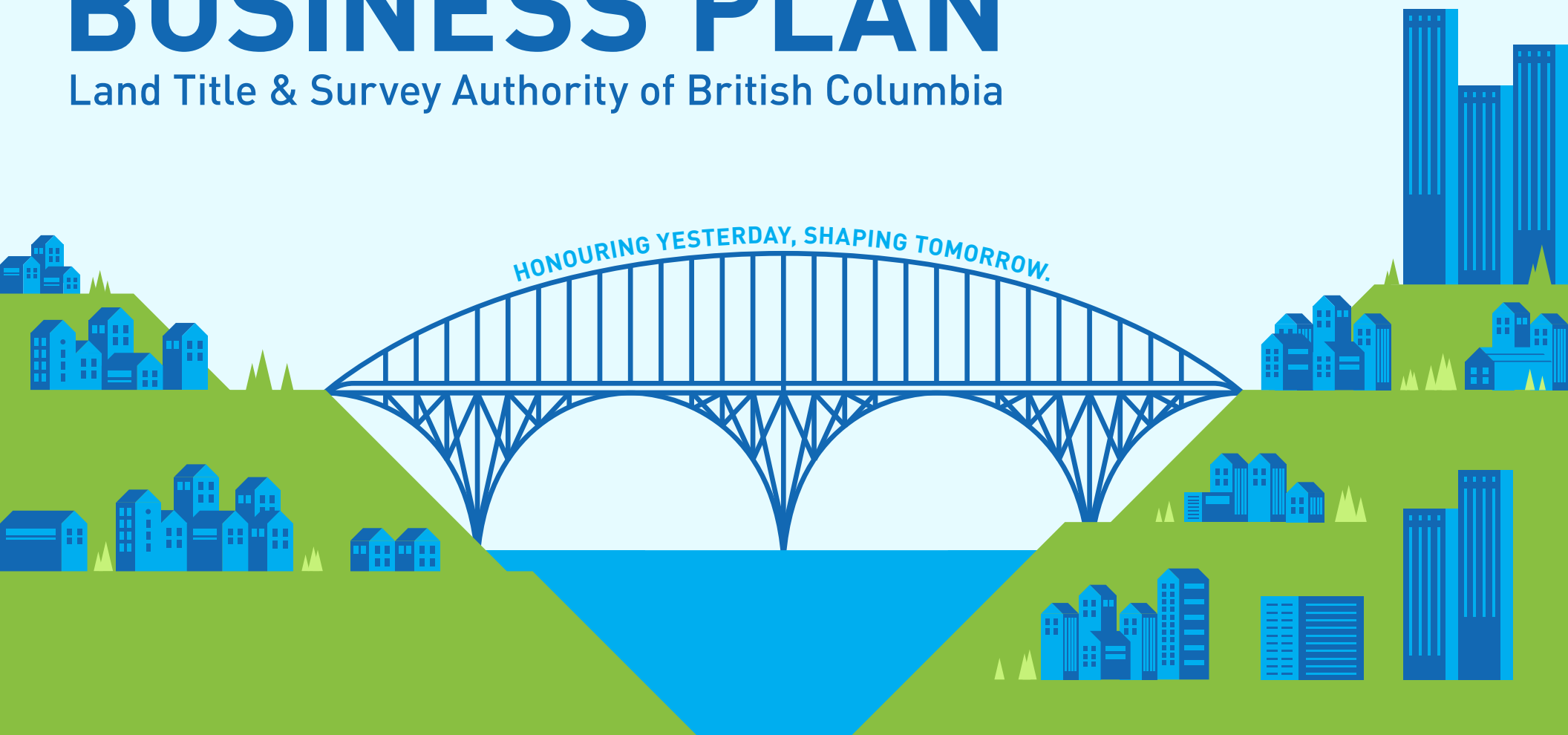


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The Business Plan describes the main initiatives the Land Title and Survey Authority of British Columbia (LTSA) plans to undertake over the next three years to achieve its vision of improving the functioning of the real property market by implementing the strategies described in this plan, including performance measures to track success.

The LTSA strategy is two-fold: (1) a continued focus on operational excellence and (2) the development of additional services for its customers. Operational excellence includes increased automation of land title examination services and optimizing internal and customer-facing processes. To develop additional products and services in the public interest and for existing customers, the LTSA will capitalize on its infrastructure and organizational competencies. The organization is as invested in honouring yesterday through the preservation of historic records in its care, as it is in shaping tomorrow through modernizing the delivery of innovative products and services for land-related registries, survey systems and information.

Successful fulfillment of the strategy will require better consultation with customers and stakeholders to listen for real-time insights. The LTSA will accomplish this through embedding its commitment to a customer-centric approach in all areas of the business, establishing additional 'listening posts' and advisory committees, and being more responsive in delivering solutions to address customer and stakeholder feedback.

The LTSA is well down the path of supporting public interest initiatives. Following the successful launch and operation of the Condo and Strata Assignment Integrity Register in

February 2019, the Province tasked the LTSA with building and operating a new registry in the public interest. Beginning in Summer 2020, the Land Owner Transparency Registry will be in operation to support the legislative requirements outlined in the *Land Owner Transparency Act*.

The LTSA has engaged the provincial government in discussions about how the LTSA might further assist with delivering on public interest opportunities that can benefit from the LTSA's expertise in building and operating registries within a regulatory environment, automating transactions and engaging with property-focused professionals. Efforts continue relating to the exploration of opportunities to assist First Nations with title registration services and encouraging local governments to adopt ParcelMap BC as their authoritative cadastral parcel fabric representation in BC. [For more information on public interest growth activities, see page 8]

To support commercial interests, the LTSA is exploring opportunities to develop new services for the efficient functioning of the real property market. The organization is committed to increasing the volume of subscribers who use AutoProp services and delivering ongoing value by continually increasing the amount and type of real estate information available. Consultation with stakeholders about new areas has expanded to identify how LTSA can best leverage existing investments and new technologies. [For more information on commercial growth activities, see page 8]

All these growth opportunities are grounded by LTSA's core operating focus on maintaining its unique value as the trusted source for land

information in BC. The LTSA takes seriously the statutory responsibilities vested in it by the Province of BC to operate land registries and survey systems. The Board of Directors is keenly focused on achieving the core operational measures necessary to ensure the LTSA continues to meet turnaround times, maintain cost efficient operations and provide convenient and consistent services to customers. [For more information on Operational Excellence activities, see page 11]



JANICE COMEAU
CHAIR, BOARD OF DIRECTORS



CONNIE FAIR
PRESIDENT & CEO

CORPORATE OVERVIEW

The LTSA is a publicly accountable, statutory corporation responsible for operating BC's land title and survey systems and other land-related registries.

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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" and other land-related registries. 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 geographic representation and diversity of the people and interests served by the land title and survey systems of BC.

As the operator and regulator of BC's land title and survey systems and other land-related registries, 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. 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 creates value by supporting security and certainty of title through efficient registration of land title interests and survey records and by providing access to reliable land information. By virtue of that responsibility, the LTSA must maintain the trust and confidence of stakeholders and customers. Confidence is earned through an open and accountable governance structure and transparent registries. With a reputation for accountable, reliable and trusted public administration, the LTSA is a progressive, responsive organization that enjoys excellent customer satisfaction.

The LTSA processes over four 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. In addition, the LTSA provides land title information data feeds to the Province, local governments, BC Assessment and other consumers of real estate information.

Business operations are highly reliant on advanced technology to operate. In addition to a dedicated focus on the LTSA core mandate, and to stay ahead of trends with greater demands for innovative information product solutions, the Board has established an expanded corporate structure with two subsidiary companies (LandSure Systems Ltd. and AutoProp Software Ltd.). The key focus for these entities is to develop and deliver innovative products and services to meet the evolving needs of LTSA customers and aligned with the strategy established by the Board. System security and reliability practices are rigorously applied and monitored by high-performing teams of information technology professionals to ensure data and systems are protected in today's modern digital world.

INNOVATION

The LTSA is continuously 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-related registries 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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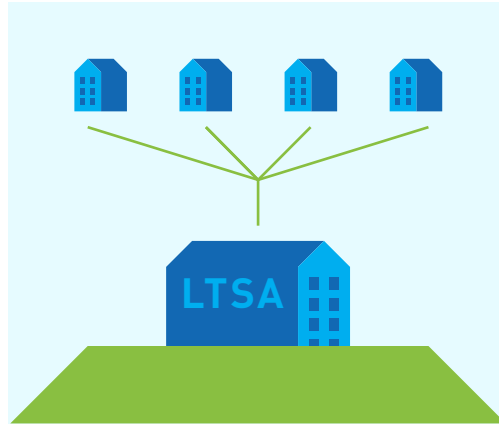
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MISSION

Deliver responsive and trusted expertise and reliable land-related registries, survey systems, and information to support the economy.



VISION

Build trust in and improve the functioning of the real property market.



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 innovative and trusted expertise and reliable land-related registries, survey systems and information to support the economy.

In alignment with key areas of the business, these objectives outline what the LTSA wants to accomplish and how the organization plans to accomplish it:

STAKEHOLDER AND CUSTOMER

Maintain confidence in the land-related registries and survey systems, and help customers improve services.

FINANCIAL

Diversify business to increase services and maintain financial sustainability.

INTERNAL PROCESSES

Deliver professional, responsive services using a customer-centric approach.

LEARN AND GROW

Ensure optimum structure, people and tools.

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 innovative ways to improve the business.

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STRATEGIC OBJECTIVE 1: STAKEHOLDER AND CUSTOMER

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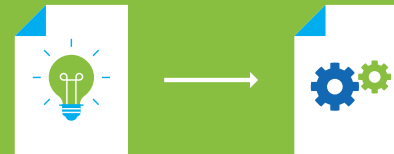
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Maintain confidence in land-related registries and survey systems and help customers improve services.

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.

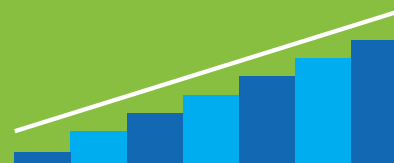
Confidence is supported through an open and accountable governance structure.



Develop land-related services for public sector customers.



Develop land-related services for commercial customers.



Increase customers' search and filing efficiency and reduce errors in applications to the land title register.



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

STRATEGIC OBJECTIVE 1: STAKEHOLDER AND CUSTOMER

Key Initiatives

Land-related services for public sector customers:

- Build and operate a new public registry of beneficial ownership in real estate to support the *Land Owner Transparency Act*;
- Leverage the investment in ParcelMap BC to develop it into a platform for additional services;
- Support First Nations with information about the option of land title registration at the LTSA.

Land-related services for 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.

Web Filing

In support of operational excellence, Web Filing will replace the aging PDF-based technology launched in 2004 with modern web-based forms which will reflect recent legislative changes that create options for citizens to directly submit certain applications electronically. The completion target for this project is set for 2020.

Reducing Defects

The LTSA will assist customers with submitting applications as accurately and efficiently as possible. Minimizing defect submissions is in everyone's interest and several initiatives will help contain defect rates to no more than 5% of all land title applications, including:

- System enhancements to improve analysis of defect reasons;
- Staff training and quality control program to improve consistency in decision making;
- Supporting customers by developing a completion guide for Form 5 (Claim of Lien applications).

PERFORMANCE MEASURES		TARGETS	
Measures	20/21	21/22	22/23
Overall customer satisfaction rating	>90% overall satisfaction rating	Address issues raised in 2020/21 survey	>90% overall satisfaction rating
Percentage of Defects	Achieve a defect rate of less than or equal to 5%	Achieve a defect rate less than 5%	Achieve a defect rate less than 5%

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STRATEGIC OBJECTIVE 2: FINANCIAL

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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 .

STRATEGIC OBJECTIVE 2: FINANCIAL

Key Initiatives

Revenue

Develop revenues from the Land Owner Transparency Registry and other new products and services.

Operating Income

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

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.

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	20/21	21/22	22/23
Revenue from new products and services	≥\$7 million	≥\$7 million	≥\$5 million
Cash flow from operations to fund continued reinvestment	≥\$6 million	≥\$7 million	≥\$8 million
Capital reinvestment	≥\$8 million	≥\$8 million	≥\$8 million
Cash reserve to fund the Assurance Fund	≥\$6 million	≥\$6 million	≥\$6 million

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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.



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STRATEGIC OBJECTIVE 3: INTERNAL PROCESSES

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. The LTSA will continue to drive automation and improve internal and customer-facing processes.

Expand Voice of Customer Program and Administer Customer Relationship Health Survey

The LTSA will continue investment in its Voice of Customer program by expanding the number of listening posts across the organization and automating feedback mechanisms. A Community of Practice will be established that brings together all customer-facing teams to deliver solutions for key customer feedback in a timely and effective way. Finally, a biennial Customer Relationship Health survey is scheduled for Fall 2020, enabling the LTSA to benchmark progress on customer satisfaction and the level of trust earned from LTSA customers. By strengthening customer relationships, the LTSA can fuel the successful shift to becoming an ever more customer-centric organization.

Cyber Security and Resilience

As the LTSA moves more of its services online, the organization will continue to invest in improving our cyber security posture, training our employees in cyber awareness and building resilience to safeguard the registers and maintain the LTSA's reputation as a 'trusted source' for land information.

Historic 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 the online services strategy of ensuring wider access to the information contained in the records while also protecting the original documents. As digitization efforts continue, the LTSA is consulting with First Nations, through a newly established Historic Records Advisory Committee, regarding the prioritization of the preservation and digitization of microfilm and historic paper records of most relevance for First Nations.

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STRATEGIC OBJECTIVE 3: INTERNAL PROCESSES

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PERFORMANCE MEASURES	TARGETS		
Measures	20/21	21/22	22/23
Percentage of Registration transactions processed online	95%	97%	97%
Adoption of ParcelMap BC	50 organizations	75 organizations	100 organizations
Transaction Performance Results	95% of transactions completed within:		
Land Title Registration	6 business days	6 business days	6 business days
Crown Land Survey Plan	21 business days	21 business days	21 business 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 Web Filing, and the longer-term benefits of the organization's recent restructuring, the LTSA is developing an engaged workforce with the necessary knowledge, skills and abilities to capitalize on the business opportunities ahead.

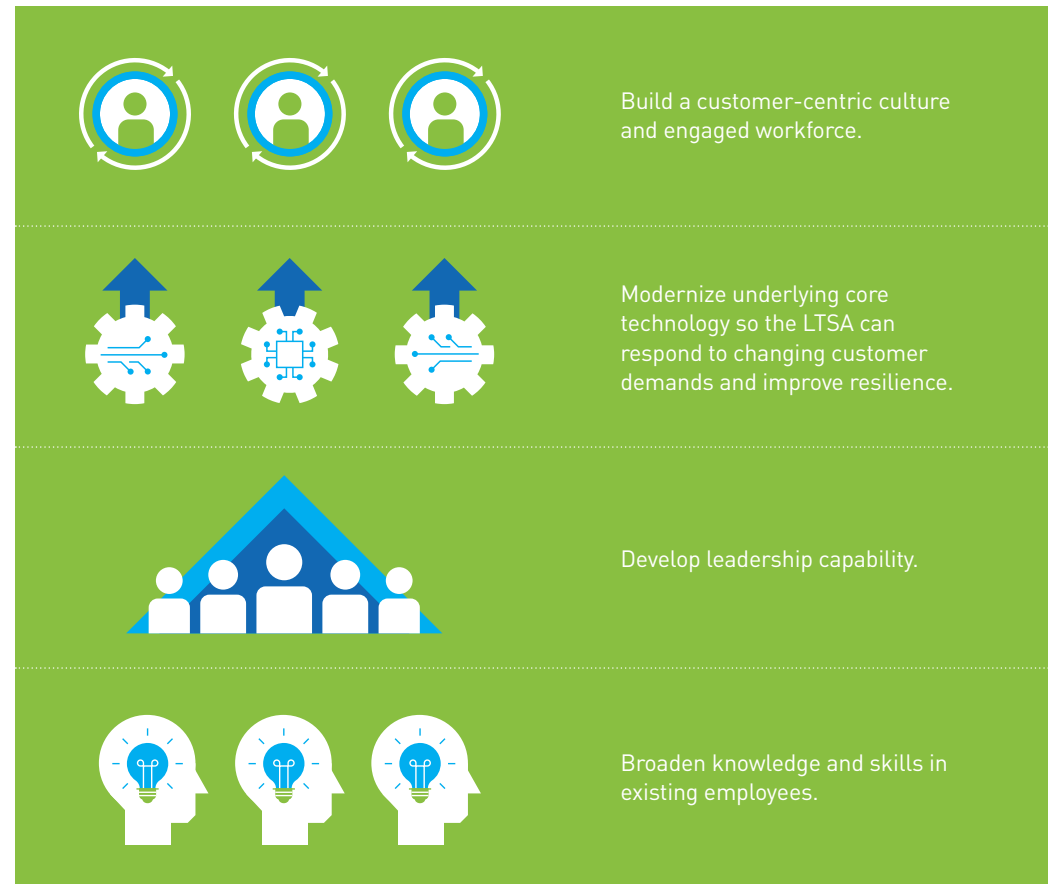


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STRATEGIC OBJECTIVE 4: LEARN AND GROW

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.

Develop and Support Existing Employees

Continued investment in the learning and development of employees to support them in keeping their skills and knowledge current and better able to serve the needs of customers and stakeholders.

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.

Modernize Core Systems

The LTSA will initiate modernization activities to underlying core technology so the LTSA can respond to changing customer demands and improve resilience.

PERFORMANCE MEASURES		TARGETS		
Measures	20/21	21/22	22/23	
Employee engagement survey	Improve engagement rate by 1.5% over 2019/20 results	Improve engagement rate by 1.5% over 2020/21	Improve engagement rate by 1.5% over 2021/22	
Investment rate for employee learning and development	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%	

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