

# Business Plan 2021/22 – 2023/24

LAND TITLE AND 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



**Al-Karim Kara**  
CEO & President

With the onset of the COVID-19 pandemic in 2020, the world is adapting to many social, economic and digital changes. LTSA is building on its demonstrated capacity for resilience and agility to ensure it continues to meet the needs of customers and stakeholders into the future.

This Business Plan describes the main initiatives LTSA plans to undertake over the next three years to achieve its vision of a real property market that is trusted and transparent. The strategies described in this plan will be achieved by focusing on the mission of delivering innovative expertise and reliable land-related solutions that support the economy and are in the public interest. LTSA's strategy is four-fold: (1) continually focus on improving operational excellence; (2) develop additional services in the public interest; (3) reinvest and strengthen core systems and (4) continual investment in people and capabilities.

Improving operational excellence refers to optimizing internal and customer-

facing processes to enhance service delivery and provide customers with a better experience. LTSA remains keenly focused on ensuring the achievement of average application processing times in a cost-efficient way, as well as identifying opportunities to support customers with the application submission process. The plan also includes continued investments to digitize historic records and modernize the delivery of innovative products and services for land-related registries, survey systems and information.

Advancing LTSA's vision of a real property market that is trusted and transparent will require exploring and delivering services in the public interest. LTSA will continue to engage with the provincial government on the delivery of new services that can benefit from LTSA's expertise in building and operating registries within a regulatory environment, automating transactions, and engaging with real property-focused professionals. In addition, LTSA is exploring opportunities related to assisting First Nations with land registration services and is continuing to encourage local

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# Message From the Chair of the Board of Directors & the President and Chief Executive Officer (cont.)

government adoption of ParcelMap BC as their authoritative cadastral parcel fabric representation.

All these growth opportunities are only made possible by maintaining our unique position as the trusted source for land information in BC. LTSA takes seriously the statutory responsibilities vested in it by the Province to operate land registries and survey systems, and we intend to continually reinvest and strengthen these core systems. Some of the priorities identified in this plan include modernizing the architecture of the land titles registry and survey plan submissions, improving Web Filing capabilities, and enriching the dataset available in ParcelMap BC.

We are grateful to have a world-class team who are motivated to make a meaningful impact in service of the public interest. Their dedication and professional excellence are a big part of why LTSA is trusted in the real property market. As we move forward, LTSA must continually invest in our employees to ensure everyone is prepared to meet the needs of tomorrow.

As we look forward to 2021, remaining focused on understanding customers' and stakeholders' needs, supporting employees to adapt to new ways of working, and considering the economic variables that impact the business will position LTSA to provide services that benefit the public interest.

*A/ Kami Kora*  
*Rish*



*Historic Records  
storage in an  
LTSA vault*



# Corporate Overview

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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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” along with other land-related registries such as the Land Owner Transparency Registry (LOTR). The *Land Title and Survey Authority Act* and the Operating Agreement with the Province provide LTSA with guidance for how it conducts business. LTSA is governed by a Board of Directors chosen from stakeholder nominations and strives to reflect the diversity of the Province of BC.

As steward of BC’s land title and survey systems, Land Owner Transparency Registry and Condo and Strata Assignment Integrity Register (CSAIR), 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. LTSA also safeguards the associated legislation in collaboration with the Province to support civic governance, taxation and Crown land management frameworks. Reports on LTSA’s achievement against performance requirements that have been

established by the Province are published annually.

LTSA creates value through efficient registration of land title interests and survey records and by providing access to reliable land information. By virtue of that responsibility, LTSA must maintain the trust and confidence of stakeholders and customers. Confidence is gained through an open and accountable governance structure and transparent practices. With a reputation for accountable, reliable and trusted public administration, LTSA is a

## Innovation

LTSA continuously develops, implements and manages new processes and systems to ensure it meets the ever-evolving needs of its customers and stakeholders.

## Integrity

LTSA and its employees are accountable for maintaining public trust in BC’s land-related registries and survey systems. 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, LTSA is poised to move its mission forward over the next three years.



# Corporate Overview (cont.)

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progressive, responsive organization that enjoys excellent customer satisfaction.

LTSA processes over four million online transactions annually including transactions related to registration of land title interests and for searches of registered records and issuance of certificates. In addition, LTSA provides land title information data to the Province, local governments, BC Assessment and other authorized organizations with an interest in real property information.

LTSA's Business operations maintain effectiveness through the use of advanced technology. In addition to a dedicated focus on the core mandate, and to stay ahead

of trends toward greater demand for innovative information product solutions, the Board has established an expanded corporate structure with two subsidiary companies (LandSure Systems Ltd. and Autoprop Software Ltd.). These subsidiaries develop and deliver innovative products and services aligned with the evolving needs of LTSA customers and the business 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 well protected.



## DID YOU KNOW?

**LTSA's office in New Westminster is situated on the traditional territory of the QayQayt First Nation people.** Qayqayt means "resting place" and was one of two main settlements in the New Westminster area. This area later was known as Brownsville and South Westminster.



(Source: City of New Westminster)

# Purpose, Mission, Vision and Values

LTSA is guided by the overarching principle of serving the public interest.

Within the context of the LTSA's mandate, policies, practices and systems, the term public interest refers to those advisable activities that provide a public or common good. The public interest is upheld when land title and survey system participants—including government—trust that the activities we are undertaking are to their benefit.



## Mission

We deliver innovative trusted expertise and reliable land-related solutions to support the economy in the public interest.



## Vision

A real property market that is trusted and transparent.



## 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 improve our business and increase our knowledge and skills.

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# Customers and Their Needs

LTSA products and services benefit a broad range of stakeholders and customers.

By strengthening customer relationships, LTSA can deepen its customer intelligence and deliver greater value as we move toward fulfilling the vision to create a trusted and transparent real property market. In summer 2020, LTSA reached out to customers to identify how their needs have evolved and what they are seeking from LTSA. Our key customer segments include:

- Government and regulators
- Legal professionals
- Real property professionals
- Land surveyors
- Financial professionals
- Property owners
- Service and Software Integrators

LTSA customers expressed their desire to see visionary leadership from LTSA in providing solutions to help make their business more efficient and effective through innovation, and to elevate the overall security of the system such that trust and confidence remain high in the real property market. Customers identified a desire for LTSA to be the aggregator of real property services and information into a single trusted source for greater efficiency and automation.

Customers are looking for LTSA's assistance to make it easier for them to operate in the real property market. For real property

practitioners, this means LTSA will continually invest in improving operational excellence and strengthening core systems, while seeking opportunities to expand its offerings in support of the entire real estate value chain.

 **LEADERSHIP**

 **SERVICE AGGREGATOR**

 **DATA AGGREGATOR**

 **CONTINUOUSLY IMPROVE**

LTSA continually listens to customers and stakeholders through various programs, processes, and communication channels. Feedback is critical for maintaining accountability, learning how we can improve and for informing business priorities. As a customer-centric organization, this collaboration with customers and stakeholders is fundamental to how we operate and essential for our continued success.



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# Products and Services

LTSA creates value by providing products and services along the real estate value chain that increase transparency, streamline transaction flow, and support security and certainty of title. These include services that enable efficient registration

of land title interests and products for managing survey records, strata property assignments, ownership transparency, and a survey-aware cadastre. The accuracy and timeliness of this information creates trust and confidence with stakeholders and

customers. LTSA also operates with an open and accountable governance structure that contributes to even greater confidence.

LTSA provides four categories of products and services to stakeholders and customers:

## STATUTORY SERVICES

### For Province

- Online examination and registration of interests in land
- Operate registry and maintain assurance fund to compensate in unlikely event of fraud or error
- Online search

### Surveyor General Services

- Preparation and execution of Crown grants
- Approval of legal survey plans under various statutes
- Integrated Survey Area program
- BC/Alberta Boundary Commission

### Land Owner Transparency Registry

- Searchable registry of beneficial owners of property where property is held by a private company, trust or partnership

### Condo and Strata Assignment Integrity Register

- Registry of resales of condo pre-sales

## SERVICE AGGREGATION

### For Province

- Web-based interaction of Property Transfer Tax forms
- Automation of Property Tax Deferral
- Reports for Speculation Tax
- Survey support on property boundary issues
- First Nations treaty settlement and land title registration

### For Legal Practitioners

- Electronic Signatures — Juricert
- Tax certificates online
- Identity Verification

## DATA AGGREGATION SERVICES

### ParcelMap BC

- Electronic map of all private and Crown land legal parcels in BC, updated within two days of a new land survey being registered

### AUTOPROP

- Software allowing users to quickly compile information on property from 125+ property databases into reports

## PRESERVE & DIGITIZE HISTORIC RECORDS

- Preserve physical plans, Absolute Fee Books and Surveyor's Field Books
- Digitize Absolute Fee Books to expand access to interested parties

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# Financials

As a self-funded organization, LTSA is dependent on fee revenue from transactions to fund ongoing operations and capital investments.

LTSA has invested \$84M in capital projects to improve operation of the land title and survey systems which represents a 93% capital investment ratio based on \$90m earned operating income since 2005.

With the market uncertainty presented by COVID-19, LTSA engaged third-party consultants to analyze past transaction data and determine the economic variables that drive transaction activity. Compiling data going back to 2014, this econometric analysis discovered that 86% of LTSA transaction activity was tied to four variables in BC—Birth Rates, Housing Starts, Mortgage Interest Rates and Seasonality.

Based on these four variables, several scenario forecasts were prepared to estimate future transaction volumes to 2023. In all instances, transaction volume is expected to continue declining on a long-term basis, consistent with what the LTSA has seen from past transaction volumes and revenues which have been steadily declining since 2016.

The long-term trend of declining transaction volume for LTSA's core statutory services points to the need to continually invest in new products and services to grow and diversify revenue streams. While not all products and services may be income-producing, the revenues generated will be used to fund operations and reinvested in new products and services in the public interest. LTSA has developed a funding review process to ensure investments are prudent, align with strategic objectives and are within the LTSA's mandate.

## DID YOU KNOW?

LTSA invests significantly in modernizing its operations and supporting the public interest including the following recent projects:

### \$10.2 MILLION TO DATE

#### WEB FILING

*(see page 18 for more information on Web Filing)*

### \$5.5 MILLION TO DATE

#### LAND OWNER TRANSPARENCY REGISTRY (LOTR)

*(see page 16 for more information on LOTR)*

# Financials (cont.)

Looking forward, investments are planned for the following projects which are in the process of design or build during the 2021-2022 fiscal year:

PROJECT/SERVICE	COSTS TO COMPLETE PROJECT (\$MILLIONS)	DESCRIPTION
Land Owner Transparency Registry ("LOTR") – Search Module	1.9	(see page 16 for more information on Land Owner Transparency Registry)
ASTRA Modernization	1.8	(see page 18 for more information on ASTRA Modernization)
Survey Plan Services Modernization	1.3	(see page 18 for more information on Survey Plan Services Modernization)
First Nations Land Registration Service	0.6 to explore further	(see page 16 for more information on First Nations Land Registration Service)



# Strategic Business Priorities

LTSA has identified four strategic objectives to support its mission of delivering innovative and trusted expertise and reliable land-related solutions to support the economy in the public interest.

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



LTSA will achieve these objectives in compliance with the regulatory framework and agreements that apply to the organization, through responsible and prudent fiscal management, and by continually seeking innovative ways to improve the business, all as we maintain our reputation for being the trusted source for real property information.

# Strategic Objective 1:

## Improve Operational Excellence

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Continually improve internal and customer-facing processes for a better service experience.

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, LTSA must maintain the trust and confidence of its stakeholders and customers.

LTSA is obligated under the Operating Agreement with the Province to process land title and survey services within specified timeframes, regardless of transaction volumes. This standard means we continually monitor average application processing times and moderate the effort required to manually examine and register applications with automated solutions.



# Strategic Objective 1:

## Improve Operational Excellence (cont.)

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## Key Initiatives

### Maintain Consistent Average Application Processing Times

LTSA receives over 700,000 land title applications each year that consist of simple applications to change title information through to more complex title registrations. Since it is difficult to predict the types of applications received and when, automation is key to ensuring consistent average application processing times. At present, 58% of all the applications we receive for land title transactions are automated. Our goal is to steadily increase that rate to 65% over the next two years.

### Increase Customer Success with Applications to Reduce Defects

Minimizing defect submissions are in everyone's interests and customers will benefit from better information and tools for submitting applications as accurately and efficiently as possible. Several

initiatives will help contain defect rates to <5% of all land title applications, including:

- System enhancements to improve applications and analysis of defect reasons;
- Staff training and quality assurance program to improve consistency in decision making;
- More tools and support for customers in the context of their applications.

### Digitize Historic Records to Expand Access and Preserve Artifact Integrity

LTSA continues to place a high priority on preserving its extensive collection of historic records. Focus continues on digitizing microfilm from the Kamloops and Nelson Land Title Offices and the bound volumes held by LTSA. The Historic Records Advisory Committee will continue to provide advice to LTSA on the prioritization and digitization of microfilm and paper records of greatest interest to First Nations.

### Quality Assurance Program (QAP)

The QAP provides a pathway for the Director of Land Titles to exercise the responsibility of regulating practice and securing uniformity in details and procedures under section 9 of the *Land Title Act*. It takes a proactive and preventative approach toward delivering services and aims to achieve the following outcomes:

- Maintain accuracy of information to ensure customer satisfaction, trust and confidence in the land title register;
- Increased efficiency in land title services and operations including meeting or exceeding average processing time targets; and
- Continued establishment of best practices in the work of land titles.



## Strategic Objective 2:

### Grow the Business in the Public Interest

Develop new business opportunities and product innovations that solve problems for customers and society at large. Increase public benefit through a diversified business approach.

Through collaboration with customers, LTSA has been made aware of the expressed desire for LTSA to make it easier for customers to operate in the real property market. LTSA is poised to add value in the future by aggregating the trusted data and services customers need to conduct their business. We will look to support the entire real estate value chain and provide customers with an increasingly better experience working with us.



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# Strategic Objective 2: Grow the Business in the Public Interest (cont.)

## Key Initiatives

### Land Owner Transparency Registry (LOTR)

A new public registry of beneficial ownership in real estate to support the Land Owner Transparency Act was launched in November 2020. LOTR increases transparency of land ownership, which supports the Province's ultimate goal of improving housing affordability in BC. The second phase of LOTR will allow filings to be searched by the public, as well as governmental, taxation authorities and law enforcement beginning on April 30, 2021.

### First Nations Land Registration Service

LTSA is partnering with the First Nations Lands Advisory Board and Resource Centre (LAB) to explore building a new independent registry that First Nations would use. The services would provide reliable and trustworthy land-related systems and information to allow First Nations who wish to use these systems,

and have land codes, to self manage the governance, management, protection and development of First Nation lands. These plans align LTSA with the commitment made by Canada and the Province of British Columbia toward full adoption of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

### Land and Property Data Services

LTSA is well positioned to solve specific needs for key stakeholder groups, with a focus on items that improve transparency and efficiency in the real property market. This could include services on behalf of the Province of British Columbia, local governments, public sector entities as well as other stakeholders who participate in the real property market.

## DID YOU KNOW?

**LTSA's office in Kamloops is situated on the traditional territory of the Secwepemc people.** 'Kamloops' comes from the Secwepemc word Tk'emlups, meaning 'where the rivers meet' in reference to the North and South Thompson rivers.



(Source: Tourism Kamloops)

## Strategic Objective 3: Reinvest and Strengthen Core Systems

Enhance core systems to ensure LTSA remains the ‘trusted source and place’ for real property information.

As business needs evolve and grow, LTSA will continue to reinvest in and strengthen the core systems that real property practitioners and BC’s citizens have come to rely on for trusted information. Moreover, these systems underpin BC’s real property market and support civic governance, taxation and Crown land management to provide social and economic benefits for all. With so much at stake, it is essential that LTSA sustains the reliable operations and integrity of these systems.





# Strategic Objective 3:

## Reinvest and Strengthen Core Systems (cont.)

### Key Initiatives

#### ASTRA Modernization

Built in 2010, ASTRA (Automated Survey and Title Registration Application) provides the backbone for many of LTSA's transactions. Modernizing this system is in progress, allowing for more timely and faster system upgrades, reduced maintenance costs, increased automation efforts, and the ability to quickly implement new services for stakeholders. This project began in 2020 and is expected to complete in 2022.

#### Survey Plan Services Modernization

Building a platform to streamline the submission of survey plans, which is currently tracked in a number of different systems and paper or electronic filings, is in process. This will give stakeholders a single definitive survey plan source for new developments, will reduce inefficiencies, cut down on errors and defects, and will deliver a more efficient workflow process.

#### ParcelMap BC Adoption

Leverage the investment in ParcelMap BC (PMBC) to develop it into a platform for additional services. LTSA continues to actively promote the widespread adoption of ParcelMap BC. The goal of this multi-year plan is for ParcelMap BC to be recognized and used as the authoritative cadastral parcel fabric representation in BC by local governments and major utilities in the province, among others.

#### Web Filing Adoption

The Web Filing project has modernized LTSA's customer-facing systems by shifting from the use of PDF forms to web-based forms to enable an easier and more efficient filing experience, with fewer defects, saving customers time and money. Activities planned for this Business Plan period include the retirement of all PDF forms, supporting third-party software vendors to integrate Web Filing capabilities, streamlining data entry and enhanced data validation.

### DID YOU KNOW?

#### PMBC Adoption

Over 81 local governments have adopted ParcelMap BC for use as their cadastral parcel fabric representation in BC.

To learn more about adoption of PMBC, [click here](#).



# Strategic Objective 4:

## Continually Invest in People and Capabilities

Engage and invest in employees to build a customer-centric culture.

The COVID-19 pandemic has significantly changed our world. This, and the introduction of agile product development and delivery at LTSA, requires new skills and strengths in our employees. We are continuing to build a culture centred on a proactive, customer-centric approach. LTSA is responding by building a modern workplace with a strong focus on resilience to ensure that our workforce is engaged and change-ready.

Our employees at LTSA have demonstrated exceptional resilience through a challenging period of rapid change and external stressors. LTSA's continued progress towards its vision of a trusted and transparent real property market is attributable to the ongoing agility and dedication of our employees.



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# Strategic Objective 4: Continually Invest in People and Capabilities (cont.)

## Key Initiatives

### Engagement

LTSA will continue to implement action plans to promote career development and recognition opportunities, as well as strengthen internal communications and connection to senior leaders. These action plans are based on information gathered through biannual employee engagement surveys, as well as regular pulse checks and informal employee focus groups.

### Develop Leadership Capability

Continued training and mentorship of leaders and managers across the organization will complement employee engagement activities in developing leadership capability across all areas of our business.

### Invest in Employee Development and Training

Continued investment in the learning and development of employees will prepare LTSA's workforce for the rapid change, new ways of working, and pro-active, customer-centric approach required for today and the future.

### Workplace Modernization

LTSA will continue modernization activities to underlying core technology as well as explore new modes of working so employees can respond to changing demands and improve resilience into the future.





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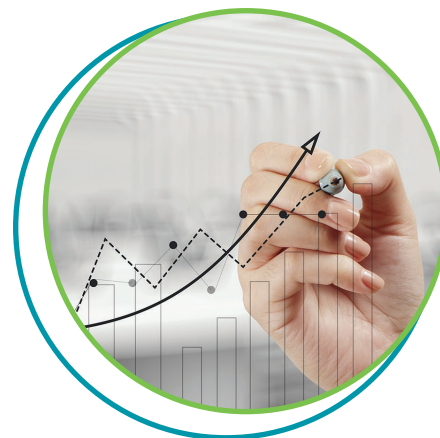
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# Targets and Measures

The Strategic Objectives established by the Board enable LTSA to continually improve how it operates and meet demand for services in the public interest.

The Province of BC establishes the mandate, responsibilities and performance standards of LTSA under the *Land Title and Survey Authority Act* and an Operating Agreement that enables LTSA to carry on other necessary or advisable activities related to improving the real property market in the public interest. LTSA's existence as an independent authority relies on the organizations ability to achieve—and exceed—these targets:

MEASURES	OPERATING AGREEMENT TARGETS
Average Processing Time for Land Title Act Applications	6 business days
Average Processing Time for Crown Grants	21 days
Average Processing Time for Land Act Surveys	21 business days



# Contact Information

## Land Title and Survey Authority of British Columbia

### CORPORATE OFFICE

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

### GENERAL INQUIRIES

1.877.577.5872 (LTSA) or 604.630.9630  
[www.ltsa.ca](http://www.ltsa.ca)

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[facebook.com/ltsabc](https://facebook.com/ltsabc)



[instagram.com/ltsaofbc](https://instagram.com/ltsaofbc)

## DID YOU KNOW?

**LTSA's office in Victoria is situated on the traditional territory of the Xwsepsum (Esquimalt) and Lkwungen (Songhees) people.** Victoria has deep ties to indigenous culture and is home to several First Nations groups, each with distinct dialects of the North Straits Salish, or Lekwungaynung language.



(Source: Tourism Victoria)