



Business Plan

2022/23 to 2024/25

LAND TITLE AND SURVEY AUTHORITY OF BRITISH COLUMBIA

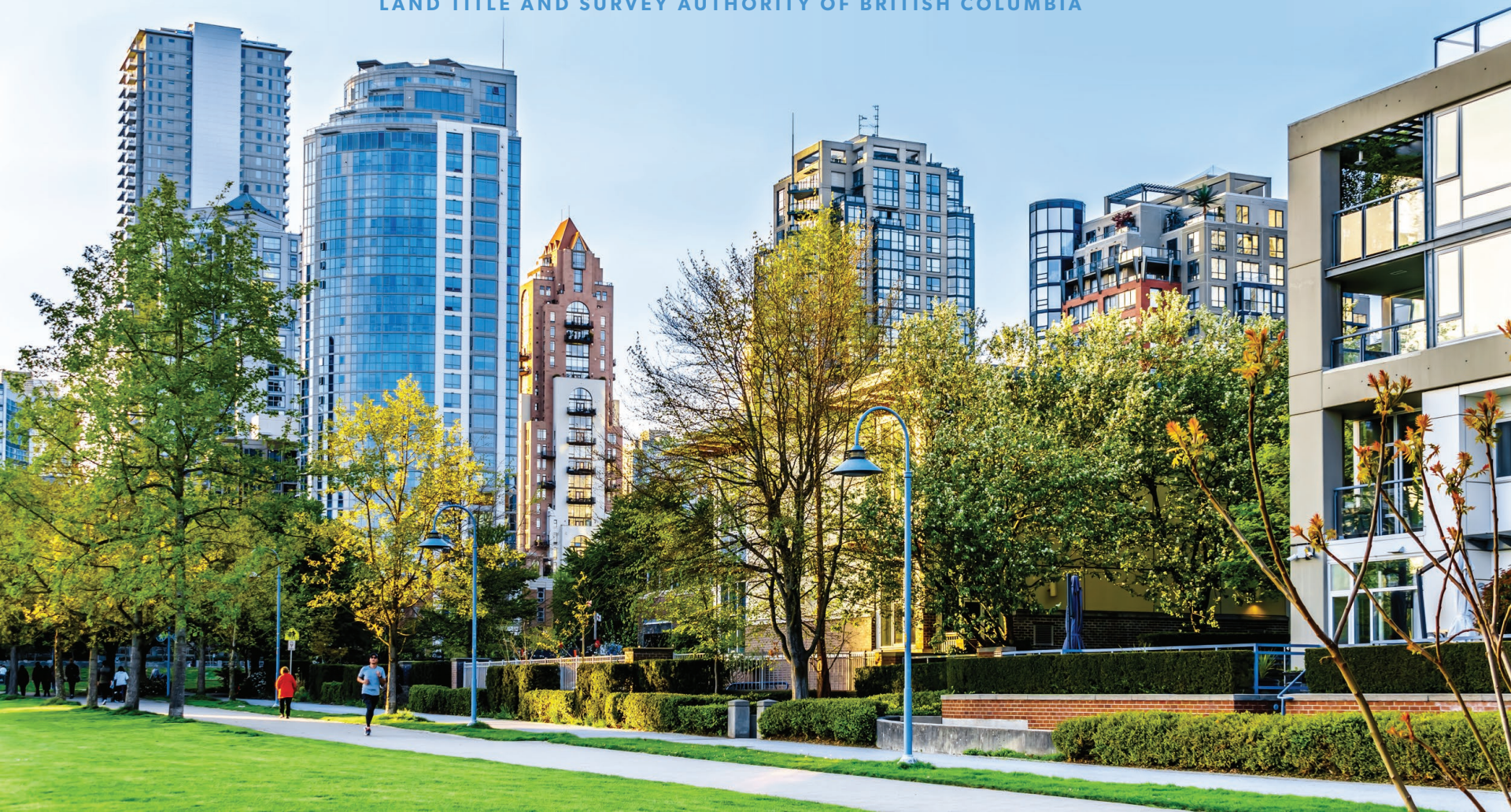


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Message From the Chair of the Board of Directors and the President and Chief Executive Officer

As the world continues to respond to the changes set in motion by COVID, the current environment presents both new risks and new opportunities for businesses. BC's real property market continues to be vigorous and through it all, LTSA has delivered steady performance and operating fundamentals which has resulted in strong customer and stakeholder trust that LTSA will continue to meet their real property information needs while being responsive to fluctuating market demands.

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. Balancing agility with steadiness through change, LTSA will continue to provide business and technology solutions customers can count on. The resilience developed in recent years is providing a new foundation for growth and LTSA is embracing this opportunity to deliver more distinctive value.

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 innovative solutions in the public interest; (3) reinvest and strengthen core systems and (4) continual investment in people and capabilities.

For customers and stakeholders, our pursuit of operational excellence means continual improvements that remove friction from processes and streamline service delivery, resulting in a better working experience. LTSA's aim is continuous improvement of our

products and services, including ongoing enhancements to application submissions and improved processing times.

LTSA's commitment to developing additional solutions means evaluating the entire value chain in BC's real property market for opportunities to provide a wider range of offerings that support engagement across multiple touchpoints. Opportunities include exploring data aggregation services to deliver market insights that enable customers to better manage uncertainties and make timely decisions.



Our portfolio of products and services is strengthened by our government partnerships. LTSA will continue to engage with the Province on ways to leverage our expertise, and we are collaborating with First Nations to explore development of a First Nations National Land Registry that meets the unique needs of Indigenous communities.

We strive to continuously earn trust by making investments that fortify core systems so that customers benefit from a consistent experience over time. LTSA offers a stable, financially self-sufficient title registry and survey functions through an operating model that supports this commitment to ongoing improvements, including work to modernize the survey plan submission process.

For employees, we are investing in their health and engagement, while preparing

them to meet the needs of tomorrow. The work of our employees is what created our reputation for innovation and successful transformation, and the customer-centric culture we are building will help ensure we continue that tradition.

The future of our industry depends on our proven ability to deliver integrated online solutions that extend the legacy of providing accurate, secure, and trusted information. Led by a customer-centric approach to providing digital innovation, we are ready to emerge stronger, together, as a global leader in land information and innovators in our field.

Thank you for your steadfast support through change.



Diane Friedman
BOARD CHAIR



Al-Karim Kara
PRESIDENT & CEO

Corporate Overview



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

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 registries such as the Land Owner Transparency Registry (LOTR) and the Condo and Strata Assignment Integrity Register (CSAIR) and other necessary or advisable activities. The *Land Title and Survey Authority Act* and the Operating Agreement with the Province provide LTSA with guidance for how it conducts business and additional services provided on behalf of the Province are guided by a Master Services Agreement. LTSA is governed by a Board of Directors chosen from stakeholder nominations and strives to reflect the diversity of the Province of BC.

As the operator and regulator of BC’s land title and survey systems, 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 progressive, responsive organization that strives to continuously improve its customers’ experience.

LTSA processes over five 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 business operations are highly reliant on advanced technology to maintain effectiveness. 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.

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.



Purpose, Mission, Vision and Values

Purpose

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 Land Title and Survey Authority Act was established in 2005 with clear messaging from government that the LTSA will have a strong governance, accountability and operating framework, established through legislation and an Operating Agreement, to ensure protection of the public interest.



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.

Environmental, Social and Governance

As a regulatory authority, LTSA administers systems that underpin BC's real property market and support civic governance, taxation and Crown land management to provide social and economic benefit for all. LTSA has always strived to act with trust, integrity, and in the public interest. While LTSA's current planning and operations have reflected the principles of Environmental, Social and Governance (ESG), steps are being taken in the coming year to build an ESG framework to more clearly align activities and reporting.



LTSA has already implemented a number of initiatives to reduce greenhouse gas emissions through increased automation and electronic filing efforts as well as document digitization which reduces paper waste. The Victoria and New Westminster offices are LEED gold buildings, and LTSA is investing in remote work technology which reduces emissions from travel.



LTSA continually invests in the development of its people through training, leadership development and regularly monitoring employee engagement. LTSA is committed to fostering an organizational culture of diversity, equity and inclusion (DE&I), and is building a DE&I framework which will be implemented in fiscal 2023.



LTSA is committed to aligning 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). LTSA will complete development of an Indigenous Reconciliation Strategy with the intent of establishing a meaningful framework for how the LTSA can conduct its business in the spirit of UNDRIP and the Truth and Reconciliation Commission's Calls to Action.



LTSA engages regularly with stakeholders through the Stakeholder Advisory Committee and regularly conducts customer relationship health surveys (see pages 8 and 11 for more information on customer/stakeholder engagement).

The initial phase of this work will be aimed at identifying material ESG opportunities in the LTSA context. With guidance from the Board of Directors, LTSA will determine how to further incorporate ESG into its mission, vision and values. Future plans include identification of key metrics to provide a framework for future reporting in annual reports and other public facing documents.

Financials

Since its inception in 2005, LTSA has been a self-funded organization and has focused on ensuring that its operating expenses are sustainably managed against revenues. Net income amounts have been reinvested in the business and in building new products, services and technologies that serve the public interest. To March 31, 2021, the LTSA has invested over \$93 million in capital projects to improve operation of the land title and survey systems which represents an investment ratio of over 100% of earned operating income since 2005.

Historically, LTSA has experienced a long term trend of declining transaction volumes and revenues from land title examination services and information products. While the British Columbia real estate market experienced record sales volumes in 2020 and 2021, LTSA does expect to return to this long term declining trend as the real estate market exits from the economic impacts and government incentives brought on by the COVID-19 pandemic.



Did You Know?

LTSA invests significantly in modernizing its operations and supporting the public interest including the following recent project investments up to December 31, 2021:

\$2.2 Million	ASTRA Modernization Project – (see page 19 for more information on continuation of modernization as part of the Application Platform Modernization project)
\$0.8 Million	Project Echo – (see page 16 for more information on Project Echo)
\$7.0 Million	Land Owner Transparency Registry (LOTR) – (see page 17 for more information on LOTR)

Capital Projects Plans 2022/2023

LTSA will continue to invest in new projects that are in the public interest, which will result in growing and diversifying its product and service offerings to stakeholders. Some of these new products and services will allow LTSA to grow revenues or increase efficiencies through automation and reduced defects. This growth will continue the cycle of reinvesting to build a better real property market for stakeholders.

LTSA has a funding review process in place to ensure investments are prudent, align with strategic objectives and stakeholder needs and are within LTSA's mandate.

Looking forward to the 2022/2023 fiscal year, investments are planned for the following projects:

PROJECT/ SERVICE	PROJECT BUDGET (\$MILLIONS)	DESCRIPTION
Project Echo	\$1.5	(see page 16 for more information on Project Echo)
Survey Plan Services Modernization	\$1.3	(see page 19 for more information on Survey Plan Services Modernization)
Application Platform Modernization	\$2.5M	(see page 19 for more information on the Application Platform Modernization)

Customers and Their Needs

Customer feedback is critical for helping LTSA maintain accountability and remain focused on continuous improvement to inform business priorities. As a customer-centric organization, this collaboration with customers and stakeholders is fundamental to how LTSA operates and is essential for its continued success.

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 its core systems, and identify opportunities to expand its offerings to support the entire real estate value chain. LTSA recognizes that different customers have different needs and is focusing on improving the customer experience and increasing efficiency by investing in creating user experiences tailored for specific customer workflows.



LTSA SERVICES: *LTSA will continue to increase online services to support all customers when and where they need it.*

Products and Services



LTSA creates value by providing products and services along the real property value chain that increase transparency, streamline transaction flow, and support security and certainty of title.

These include services that support 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 the following products and services to stakeholders and customers:

Statutory Services

Land Registry

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

Surveyor General Services

- Facilitate execution of Crown grants
- Approve legal survey plans for private and public lands
- Address property boundary issues

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 Deferment
- Reports for Speculation Tax
- Crown Grant preparation and issuance
- Supports First Nations treaty settlement and land title registration

For Legal / Real Estate Practitioners

- Electronic Signatures – Juricert
- Tax certificates online
- Identity Verification
- eStrataHub

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

Strategic Business Priorities



With the public interest paramount, LTSA is uniquely positioned to develop, and be a trusted platform for, a sustained expansion of products and services that would support the complete real property value chain. This overarching trusted platform strategy builds on LTSA's expertise in land-related matters, successful business transformation, and development of innovative technology solutions to support improved collaboration and efficiencies for customers and stakeholders.

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:



Improve Operational Excellence

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



Grow the Business in the Public Interest

Develop new business opportunities and product innovations that solve problems for customers and society at large.



Reinvest and Strengthen Core Systems

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



Continually Invest in People and Capabilities

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

LTSA will achieve these objectives in compliance with the regulatory framework and agreements that apply to the organization. Maintaining and strengthening LTSA's reputation for being the trusted source for real property information is paramount. LTSA achieves this through responsible and prudent fiscal management, a critical focus on its cyber security program and by continually seeking innovative ways to improve the business and the customer experience. LTSA will continue to implement public health guidelines as appropriate which could impact some strategic business priorities.



STRATEGIC OBJECTIVE 1:

Improve Operational Excellence



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.

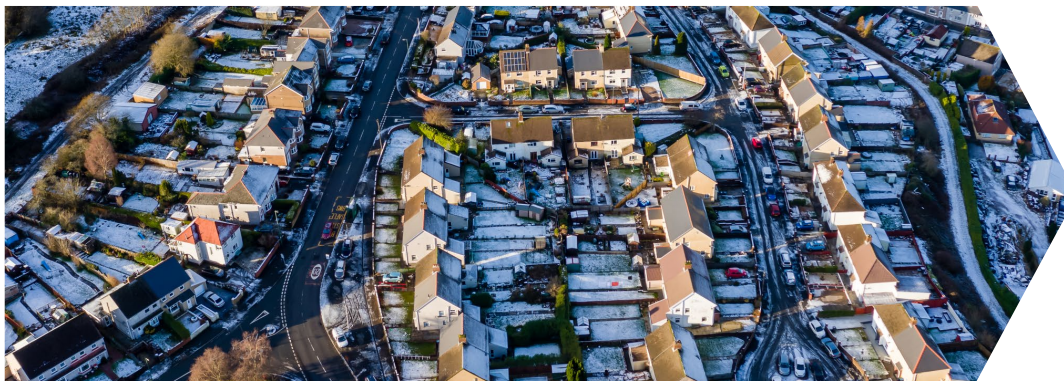
LTSA is obligated under the Operating Agreement with the Province to process land title and survey services within specified timeframes, regardless of transaction volumes. This standard means we continually monitor turnaround times and balance the effort required to manually examine and register applications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

► Key Initiatives

Customer Engagement and Experience

LTSA uses customer feedback to identify enhancements to its business that will improve customers' experience. Along with activities like focus groups, advisory committees and post-transaction surveys, LTSA regularly conducts a Customer Relationship Health Survey to measure overall experience and continuously invests in improving customer support, help content and dissemination of timely information through a variety of communication channels.

LTSA will continue to make improvements to the functionality of customer facing systems as well as build additional online services to simplify the transaction process for both public and professional customers. Listening to our customers fosters an understanding of



the unique needs of different user workflows and informs ongoing improvements to products and services.

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 the more complex title registrations. Since it is difficult to predict the types of applications received and when, automation is key to reducing average application processing times. At present, 58% of all applications received for land title transactions are automated. LTSA's goal is to steadily increase that rate to 65% over the next two years.

Process Improvement to Achieve Operational Excellence (Project Echo)

Project Echo, which began in April 2021, aims to increase automation and reduce application defects through retiring legacy forms, increasing electronic web-based

filings, refining automation processes and increasing the number and types of forms that can be automatically processed. LTSA anticipates investing significantly in these automation efforts over the next two year period. Several initiatives will help minimize defect submissions, helping to increase the accuracy and efficiency of the system and will provide customers with better information and tools. This includes system enhancements along with building awareness and education with customers. The results of Project Echo will contribute to achieving operational excellence and maintaining mandated application processing times.

Digitize Historic Records to Expand Access and Preserve Artifact Integrity

LTSA recognizes the value of historic records and is committed to their preservation while ensuring wider access, including digital versions which can be available to multiple customers concurrently and without geographic limitation. 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 and LTSA will continue to provide records access to First Nations groups.

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:

- maintaining accuracy of information to ensure customer satisfaction, trust and confidence in the land title register;
- increased efficiency in the 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.

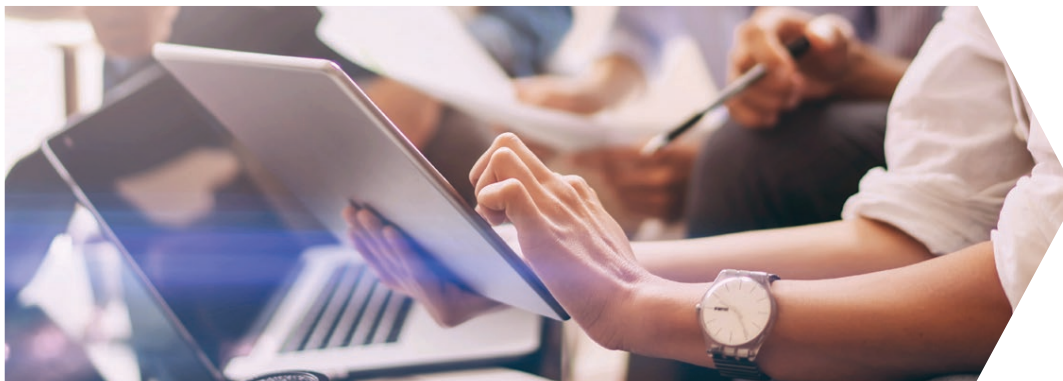
Through ongoing collaboration, customers have expressed a desire for LTSA to make it easier for them to operate in the real property market. LTSA is poised to add value in the future by aggregating the trusted data and services customers need

to conduct their business. This strategy aims to support the entire real property value chain and provide users with solutions that are unique to their needs to improve the customer experience.

► Key Initiatives

Land Owner Transparency Registry (LOTR)

Canada's first 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 which allows filings to be searched by the public, as well as governmental, taxation authorities and law enforcement began on April 30, 2021. The BC government has extended the deadline for reporting bodies with an interest in land to submit a transparency report to LOTR to November 30, 2022.



First Nations National Land Registry

LTSA is collaborating with the First Nations Lands Advisory Board and Resource Centre (LABRC) on the development of a new independent First Nations National Land Registry. At their annual general meeting in December of 2021 the LABRC passed a resolution accepting in principle a proposal to develop the land registry and to submit the proposal to the Government of Canada for their consideration. Once developed the First Nations National Land Registry will 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. LTSA actively engages with stakeholders to identify opportunities and potential solutions.

ParcelMap BC

LTSA intends to leverage the investment in ParcelMap BC (“PMBC”) to develop it into a platform for additional data and 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. [Click here to see website.](#)





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.

► Key Initiatives

Application Platform Modernization

LTSA is in the early stages of building a new underlying application platform to modernize the technology foundation and leverage the recent transition to cloud-based services and infrastructure. This will improve reliability and enhance our ability to remain agile and scale to demand. The application platform will support efficiencies in maintaining products and services and build a modern foundation for new products, services and features.

Survey Plan Services Modernization

Building a platform to streamline the submission of survey plans, which are currently tracked in a number of different





systems through paper or electronic filings, is in process. The benefits of this initiative include providing stakeholders with a single definitive survey plan source, reducing inefficiencies, errors and defects and delivering a more efficient workflow process.

Cyber Security Program

With the majority of LTSA services being delivered online with modern technology, LTSA takes its Cyber Security Program very

seriously. LTSA will continue to invest in strengthening its Cyber Security Program through continued employee training, performing vulnerability assessments and penetration testing, and conducting regular risk reviews. LTSA conducts continuous monitoring for security related events and potential threats and responds and adjusts its approach as necessary. LTSA will continue to perform privacy and security impact assessments and security testing for all new products prior to product launch.





STRATEGIC OBJECTIVE 4:

Continually Invest in People and Capabilities



Build a customer-centric culture; engage and invest in employees.

Employees have demonstrated exceptional resilience through a challenging period of rapid change and growth. The COVID-19 pandemic increased market demand and the introduction of agile product development and delivery at LTSA, continues to require new skills and strengths in our employees.

LTSA's progress towards its vision of a trusted and transparent real property market is attributable to the ongoing agility and dedication of our employees. We are building a culture centred on a proactive, customer-centric approach as well as a strong focus on resilience to ensure that our workforce is engaged and change-ready.

► 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 biennial employee engagement surveys, as well as regular pulse checks and informal employee feedback sessions.

Develop Leadership Capability

Training and mentorship of current and future people leaders will complement employee engagement activities across all areas of our business and help us achieve our strategic goals.





Invest in Employee Development and Training

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

Workplace Modernization

LTSA will continue modernization activities of underlying core technology as well as explore new modes of working so employees can

respond to changing demands and improve resilience into the future.

Diversity, Equity and Inclusion

LTSA is committed to fostering an organizational culture of diversity, equity and inclusion (DE&I), and is building a DE&I framework which will be implemented in fiscal 2023. The framework will include training for employees to ensure that we continue to foster an inclusive environment and sense of belonging.



Targets and Measures

The strategic objectives established by the Board enable LTSA to continually improve its operations 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 organization's 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





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All photos in this document were taken in accordance with local COVID requirements in effect at the time.