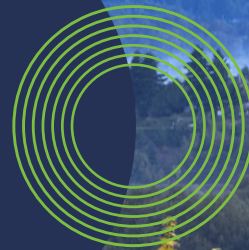




Land Title and Survey Authority of British Columbia

Business Plan

2024/25 to
2026/27



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

For the upcoming three-year period, LTSA's strategic direction will continue our established and measured approach, building on the foundation of previous years while incorporating mindful expansions to drive our business forward.

LTSA systems provide the foundation for managing land ownership, and enable the functioning of the real property market in BC. Trusted and transparent information about land use helps foster a secure and efficient real estate market which in turn creates economic and social value for British Columbians.

The real estate market is complex and diverse, with transactions involving professionals from the legal, financial, realty and public service sectors along with property owners themselves. LTSA's role intersects all parts of this industry spectrum, and this unique position enables us to

provide leadership for the broader property market to ensure it functions to its full potential and supports a robust economy.

Together with our partners and stakeholders, we have an opportunity to evolve the real estate system and strengthen the transaction process to ensure resilience now and in the future. Our increasingly digital environment provides opportunity to connect people and information more easily, but also exposes risks associated with compromised data and fraudulent activity. We believe that evolving the real estate system to meet these social and technological changes will ensure

ongoing confidence in a real property market that is trusted and transparent.

LTSA is guided by the overarching principle of serving the public interest. Any new opportunities that we pursue will demonstrate a clearly articulated public benefit and uphold our position of trust in the marketplace. In the 2022/23 fiscal year we began to report on our progress against Environmental, Social and Governance (ESG) principles and we are continuing to work, within the context of LTSA's mandate, towards United Nations Sustainable Development Goals and supporting the commitment to the United Nations Declaration





on the Rights of Indigenous Peoples (UNDRIP), BC's Declaration on the Rights of Indigenous Peoples Act (DRIPA) and the Truth and Reconciliation Commission (TRC) Calls to Action. LTSA is proud to continue a long-standing relationship with the Lands Advisory Board to co-develop the First Nation Land Governance Registry, a modern and independent land registry for First Nations operating under the Framework Agreement on First Nation Land Management in Canada.

We continue to make significant investments to strengthen our core systems, incorporating innovative approaches to data and technology in ways that will benefit our customers. These efforts will help establish more efficient customer workflows, reduce our customers' administrative overhead, and meet the demands of a digital workplace.

Building innovative and resilient systems is only possible with the commitment and involvement of our dedicated employees. We are growing our organization's innovation capabilities through employee training and development. LTSA offers a unique value proposition to property owners, real property professions and the industry at large. Our deep domain

knowledge and expertise, our collaborative relationship with the Province and our trusted data and information products help ensure the real property market functions seamlessly. We look forward to continuing to build on our foundation to maintain what the LTSA has accomplished to date and further our vision of a real property market that is trusted and transparent.



Robert Simmons

CHAIR,
BOARD OF DIRECTORS



Al-Karim Kara

PRESIDENT & CHIEF
EXECUTIVE OFFICER

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 necessary or advisable related activities. This includes registries such as the Land Owner Transparency Registry (LOTR) and the Condo and Strata Assignment Integrity Register (CSAIR). The *Land Title and Survey Authority Act* and the Operating Agreements 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 with the Ministry of Finance. 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, steward 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 millions of 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. [LandSure] and Autoprop Software Ltd. [Autoprop]). 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 in the public interest. Within the context of LTSA's mandate, policies, practices and systems, the term public interest refers to those advisable activities that provide a public or common good. A healthy property market is essential for a robust and enduring economy. Having efficient access to comprehensive information about land empowers individuals, businesses, and governments to make crucial decisions and prepare for a future that addresses present challenges effectively.

The *Land Title and Survey Authority Act* was established in 2005 with clear directives from government that LTSA will have a strong governance, accountability and operating framework, established through legislation and an

Operating Agreement, to protect the public interest. Public benefits of the LTSA model include an expectation that LTSA will provide stable, financially self-sufficient title registry and survey functions, and continue to be responsive to fluctuating demands in the real property market. LTSA makes an essential contribution to the economic and social well-being of British Columbians and the public interest is always at the forefront of what we do.

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.

Customers and Their Needs

LTSA strives to exceed customer expectations with innovative solutions that provide efficiency and transparency for the real property market.



LTSA provides products and services to a wide range of customers including legal professionals, surveyors, realtors and other professionals, as well as local governments, provincial agencies and property owners.

While each of these groups has different needs and accesses LTSA services in different ways, across all LTSA customers there are

commonalities that define LTSA's service approach. Customers want to complete transactions easily and accurately, and are looking for information and data that will help them make informed decisions.

To meet these customer needs, LTSA's is continuing to refine and develop products and services that offer innovations for the marketplace.

To inform LTSA's innovation efforts, LTSA will continue to connect with customers through feedback activities that identify any shifts in customers' needs. These activities include focus groups, one-on-one discovery sessions, surveys and other customer feedback opportunities that help LTSA identify improvements to the customer experience.



Products and Services

As a regulatory authority, LTSA is mandated to deliver defined statutory services in compliance with a variety of legislative provisions. A significant focus for the organization is the continued reinvestment and strengthening of the core systems that support these services, outlined on pages 22–23. Initiatives such as Application Platform Modernization and SurveyHub help support the ongoing operation and efficiency of the land title and survey systems, and support future needs through flexible and modular design.

In addition to ongoing improvements to statutory services and core systems, LTSA is identifying product opportunities to address customer needs. This includes system and process updates that ensure a connected, secure real property transaction, to ensure the integrity of the transaction and trust in the buying and selling process. LTSA is well positioned to help manage the flow of information by introducing new products and workflows for real property transactions, coordinating efforts with the industry at large. To help address risks associated with fraud and money laundering, LTSA is advocating for industry adoption

of secure digital identification to ensure real estate transactions remain secure, trusted and transparent.

Working together across the land and property industry, LTSA aims to build a robust, connected and secure system that benefits everyone. By adopting a product innovation approach that makes systematic and incremental changes to existing processes and technology, the organization will work towards a real property platform that improves transparency and efficiency of the real property market by connecting data and workflows across multiple touchpoints of land use.

This serves multiple opportunities across LTSA's ecosystem such as land and property data services, geospatial applications and integrated workflows.



Products and Services



Statutory Services

Land Registry

- Online examination and registration of interests in land
- Assured ownership through a guarantee that, should an error be made in a title, individuals who suffer a loss will be compensated
- 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



Service Aggregation

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 Vault Records

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

Financial Plan

Since its inception in 2005, LTSA has been a self-funded organization and has focused on ensuring that its operating expenses do not grow at a greater rate than its revenues. Operating income amounts have been reinvested in the business and in building new products, services and technologies that serve the public interest. To March 31, 2023, LTSA has invested over \$107 million in capital projects to improve operation of the land title and survey systems which represents an investment ratio of 101% of earned operating income since 2005.

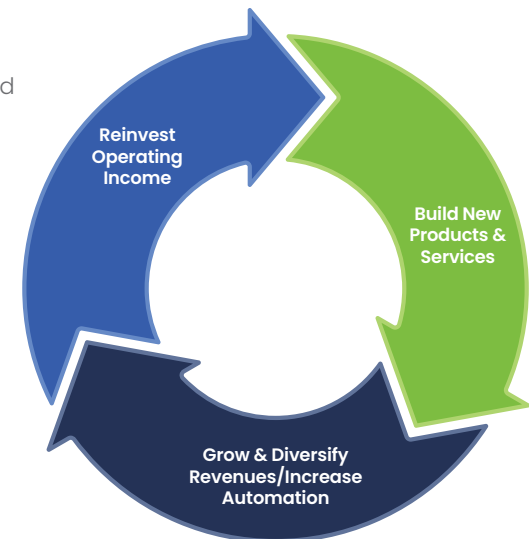
With continued high interest rates, LTSA has experienced lower transaction volumes and corresponding land title examination services and information products revenue through the 2023/24 fiscal year. A moderate recovery in volumes is expected as interest rates plateau or begin to decline in the 2024/25 fiscal year. LTSA will continue to prudently manage costs while continuing to pursue new opportunities and invest in projects that will serve the public interest, modernize existing systems, increase automation and improve quality of application submissions.

LTSA will also invest further in preserving and digitizing LTSA's vault records, allowing individuals and organizations to access records on-line at any time.

In the 2024/25 fiscal year, LTSA anticipates returning to positive operating income with the forecasted recovery in transaction volumes. Annual operating income is budgeted in the range of \$1.0 to \$3.0 million. This is important for the LTSA to fund ongoing investment programs. Investment plans include almost \$12.0 million on capital initiatives in the upcoming fiscal year, LTSA's highest ever

annual investment target. Investments will be focussed primarily on reinvesting in and strengthening LTSA's core land title and survey systems.

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



Environmental, Social and Governance (ESG)

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 this year to more clearly align activities and reporting to these principles.

Building on the early activities completed last year and reported in the 2022/23 LTSA ESG Report, the next phase of this work will be aimed at identifying material ESG opportunities in the LTSA context using the United Nations Sustainable Development Goals (SDGs) as a general frame of reference. The SDGs are globally recognized and accepted and provide a structured framework and common language for addressing a wide range of sustainability issues.

LTSA will focus on establishing baselines and identifying and documenting activities already underway at LTSA and will then

focus on additional goals and targets that are most relevant to its operations. Future planned activities will further incorporate ESG and sustainability into LTSA's strategic and business planning processes including identification of key material topics and establishing a framework for future action and reporting.

Maintaining the trust of LTSA stakeholders, customers and employees is paramount. LTSA is committed to ensuring transparency and accountability in its ongoing efforts to achieve long-term sustainability which is essential for enduring success and resilience in an evolving world.

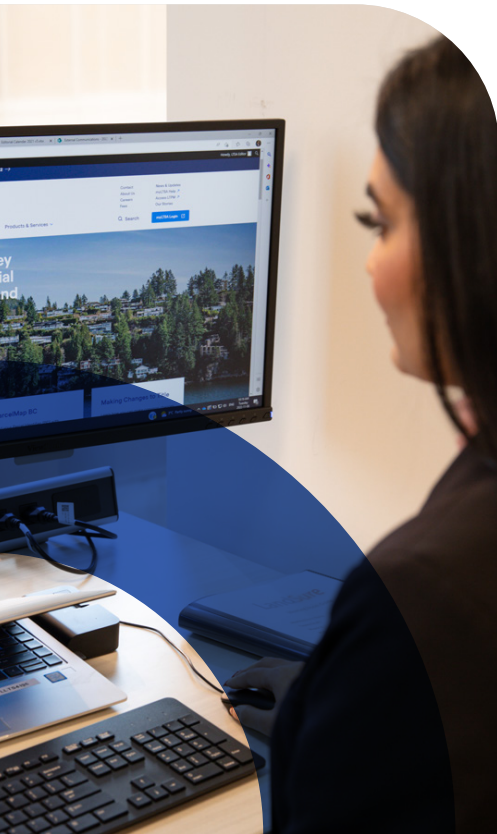
Indigenous Reconciliation

LTSA is continuing to develop and implement the Indigenous Reconciliation Action Plan, which provides a meaningful framework for how LTSA can support the United Nations Declaration on the Rights of Indigenous Peoples and the Truth and Reconciliation Commissions Calls to Action within the context of LTSA's mandate. LTSA's reconciliation journey includes initiatives such as our vault records program, the First Nations Land Governance Registry and employee training and development.



Strategic Business Priorities

LTSA's ongoing investment in core systems and operational excellence provides system stability and a robust infrastructure that can support enhancements and future innovations. Through a focus on streamlining systems and processes, LTSA is ensuring continued efficiency and accuracy of operations through market fluctuations and shifts to customers' needs.



To achieve LTSA's vision of a real property market that is trusted and transparent, LTSA will explore opportunities that enhance transparency, reduce fraud and increase efficiency of the real property market to build a connected and secure real property market for BC.

LTSA is bringing together key stakeholders across the financial, real estate and legal communities, as well as national and international leaders in land titles, to explore solutions that will ensure the ongoing integrity and security of real property transactions in BC. With the public interest paramount, LTSA is uniquely positioned to develop

a real property platform that supports trusted and secure information sharing across the real property ecosystem. This overarching 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.

Advancements in technology provide the opportunity to strengthen systems and incorporate updated practices to the real property market. To ensure comprehensive security and deter fraudulent activity, LTSA

is advocating for updated industry standards to protect the real property system including new processes for identity verification.

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 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.



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. To maintain these standards, LTSA continually monitors turnaround times and moderates 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 conducts an annual 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 customer experience, introducing new or refined processes to improve the efficiency, accuracy and security



of LTSA products and services. Using ongoing feedback from customers, LTSA will introduce incremental changes that address the unique needs of different customer segments.

Process Improvement to Achieve Operational Excellence:

A number of process improvement initiatives previously addressed through Project Echo, which was completed in the 2023/24 fiscal year, are being incorporated into ongoing operational processes to fully maximize learnings and results. In particular, LTSA will continue work to improve quality of application submissions, refine automation processes, and optimize resources to maintain consistent average application processing time. These ongoing efforts benefit customers by ensuring a smooth land title registration process with minimal delays.

Vault Records Program (previously Historic Records)

In recognition of the active nature of LTSA's physical land title records and survey plans (some dating back to the nineteenth century), LTSA is shifting away from the term 'historic records' in favour of vault records, which better reflects their present-day operational significance. LTSA is reviewing and updating its approach to digitizing vault records with a long-term goal of improving accessibility while reducing the need for physical access, thereby contributing to preservation.

The Vault Records Advisory Committee (formerly Historic Records Advisory Committee) will continue to provide advice to LTSA on records and metadata with greatest interest to First Nations and LTSA will continue to provide records access to First Nations groups.

Discriminating Covenants

LTSA supports efforts to address discriminating covenants in land title records and continues to amend discriminating language in accordance with current legislation. With over 100 million records in paper and microfilm format, the effort to find and strike discriminating covenants is ongoing. LTSA is continuing to use optical character recognition to read and record machine-readable text from land title records that have been digitized as a way to identify offensive records.

Expanded Online Services

Customers are now able to use their BC Services Card to complete and submit a number of applications online, including transmission to surviving joint tenant, change of mailing address, change of name on title and Claim of Builders Lien. These online forms reduce the filing and mailing of

complex paper forms, as well as reduce the time required by LTSA staff to examine and enter paper forms into LTSA's systems. Additional benefits are anticipated to be a reduction in submission errors, and further increases LTSA's automated transactions. LTSA will monitor and encourage adoption of online forms for public applications, and introduce incremental improvements that streamline the process.

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.

Land Owner Transparency Registry (LOTR)

LTSA continues to operate the Land Owner Transparency Registry, a public, searchable database containing information about individuals who are deemed to have an indirect interest in land. LOTR improves real estate transparency in BC and supports the efforts to address money laundering. Effective April 1, 2024, LTSA will make searches for LOTR free of charge, improving the ability of enforcement officers



to further their investigations and increasing the overall transparency of property ownership in BC.

LTSA will continue to make enhancements to the LOTR filing and search processes, and will continue to work with regulators to provide timely and relevant LOTR information.

Surveyor General

Supporting First Nations Agreements

Surveyor General Operations staff provide significant support to the Province in supporting agreements signed with First Nations across BC, in the interest of ensuring certainty in the boundaries of the lands that transfer to a First

Nation. The Surveyor General issues survey instructions to guide the land surveyor in carrying out their work; reviews and approves the legal survey plans that are prepared; prepares and issues Crown grants where required to transfer the lands to a First Nation; and provides significant land and survey-related guidance and advice to First Nations throughout the process.

As the Province prioritizes the finalization and implementation of agreements with First Nations, LTSA anticipates the volume of these requests to remain elevated into the foreseeable future. To respond to the demand, the Surveyor General Operations staff have adjusted internal workflows and will continuously monitor capacity.

Improving Natural Disaster Response

In the event of a natural disaster, loss of boundary and survey

evidence directly impacts land owners by making it more difficult to distinguish property extents, and may lead to confusion or misunderstanding on the true location of property boundaries. The Surveyor General has developed a plan to guide the restoration of property boundaries after a significant earthquake and is consulting with stakeholders to refine the plan and communicate the importance of certainty in boundary locations as part of the recovery process. The Surveyor General supports local land surveyors and local governments to enable an efficient, consistent survey response to wildfires.

Modernizing Survey Framework

Recognizing the future growth of airspace parcels and vertical infrastructure, the Surveyor General is undertaking a review of volumetric surveys to provide recommendations to modernize the survey framework. In

addition, the Surveyor General is investigating the potential for 3-dimensional representation of air space parcels in GIS mapping applications.

Transitioning to Modern Datums

LTSA is contributing to a GeoBC project to obtain accurate coordinates on physical control monuments throughout BC to support the transition to modern vertical and horizontal datums. The Surveyor General has a vested interest in the adoption and maintenance of modern datums for legal surveys completed in BC. This is a multi-year project that started in Fall 2022.

Maintaining Boundary Monumentation

The Alberta-BC Boundary Commission is responsible for maintaining the monumentation along the border, often in challenging locations with difficult

terrain. The Alberta-BC Boundary Commission is comprised of the Surveyor General of Canada Lands, the Director of Surveys of Alberta, and the Surveyor General of British Columbia. The Commission meets bi-annually to review progress on its' 30-year restoration plan and determine survey priorities for the year.

[» Click here to learn more](#)





STRATEGIC OBJECTIVE 2:

Grow the Business in the Public Interest

Develop new business opportunities 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. 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

First Nation Land Governance Registry

LTSA is supporting the Lands Advisory Board and First Nations Land Management Resource Centre in the development of a First Nation Land Governance Registry (FNLGR). The vision for the FNLGR is to establish a registry that is:

- **Shared** – The registry will serve all participating First Nations within a single shared registry while respecting the land
- **Comprehensive** – Encompasses all registered interests and records
- **Trusted** – Includes authoritative records using a regulatory framework that ensures the timely and accurate registration of instruments related to First Nations Lands
- **First Nations Governed** – Governed, regulated and operated by a First Nations organization with the

registration autonomy and the individuality of each First Nation



Historic Totem Poles located near the Haida village of S'Gang Gwaay Llnagaay, Haida Gwaii, British Columbia, Canada. The village site is both a World Heritage Site and a National Historic Site of Canada.

participation and guidance of stakeholders

- **Sustainable** – Operations will be financially self-sustainable and able to respond to changing needs through improved services, products and technology.

The registry will create essential infrastructure for First Nations land governance, further First Nations land management, and provide reliable and trustworthy registration of interests in land to support First Nations operating under the Framework Agreement on First Nation Land Management Act.

The registry is also aligned with the United Nations Declaration on the Rights of Indigenous Peoples' (UNDRIP) principles on Indigenous land governance (Articles 26, 32, 34).

LTSA's role within the project is to support and advise the Lands Advisory Board and First Nations

Land Management Resource Centre on registry related matters, build the necessary technology for the FNLGR, and sustain the technology as required post-completion. Development of the operational and technical components of the registry will occur over the coming two years, with initial launch slated for late 2025.

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 BC, 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

ParcelMap BC has become widely recognized and used as the authoritative cadastral parcel fabric representation in BC, following the phased retirement of the Integrated Cadastral Fabric (ICF) by Geo BC. With continual data updates to parcel attributes and spatial representations, **ParcelMap BC** provides the foundation for an integrated platform where customers will be able to access a range of LTSA's land and property data services.

» [Click here to learn more](#)

Three Elements of Transaction Verification

The power of technology has created a global shift to digital transactions. Recognizing the fundamental changes for the real property market and emerging risks for fraud and money laundering, LTSA is working to ensure real estate transactions remain secure, trusted and transparent. In cooperation with industry partners, LTSA is pursuing enhancements to the security and data of real estate transactions focused on verifying three key elements: the identity of the property owners; the identity of

the professionals administering the transaction; and verifying the transaction itself directly with the property owners.





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 continues to develop its real property platform to support current and future needs of the land title system and real property market. The focus of the last few years has been the transition from on-premise applications to the cloud, and adoption of cloud technologies to build a foundation for ongoing modernization of all LTSA applications.

The focus is now transitioning to the creation of a common user login portal that will streamline access to LTSA systems for users and minimize the need to login to multiple applications separately, improve the overall user experience, and increase security.

LTSA will improve data management to better align and streamline access to different internal data stores, thus improving customer service and making it easier to support data alignment with external parties



when appropriate while meeting privacy requirements. In addition, LTSA will continue to increase data security and increase geospatial capabilities and visualization. Improved data quality will continue to improve submission processes, which will result in fewer defected applications.

SurveyHub

SurveyHub is a modern, web-based central workspace with consolidated survey plans and datasets featuring advanced plan validation, versioning, and a predefined workflow for plan submission. This initiative will enhance transparency and controls by optimizing plan management and introducing additional validation steps during the submission process. Through collaborative efforts with stakeholders, LTSA has iteratively refined the system, incorporating

valuable feedback and suggestions for ongoing product enhancements. Anticipated for release in the 2024/25 fiscal year, SurveyHub 1.0 will mark the full launch, with further refinements planned to continually improve the system based on customer feedback.

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, penetration testing, and managing risks by 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.

LTSA's reputation for delivering innovative trusted expertise and reliable land-related solutions can be attributed to the exceptional capabilities and dedication of its employees. Through a culture of innovation and performance, employees are delivering on LTSA's strategic priorities. LTSA will build on its skills and strengths to ensure the organization is prepared for evolving technologies, market trends and customer needs.



Employee Experience

LTSA is committed to creating an employee experience where continuous learning and innovative practices are nurtured. To enhance organizational culture, LTSA continues to foster employee connection to the organization's vision, values and community. This includes celebrations of key organizational achievements, an employee recognition program, regular health and wellbeing seminars, and other ongoing opportunities for employees to connect and share.

Develop Leadership Capability

Through coaching, mentorship and a formal in-house leadership development program, LTSA is investing in employee leadership capabilities which support strategic thinking, focused performance management and effective program delivery. The ongoing work to build internal leadership capability will provide additional strength to the organizational culture and help LTSA deliver on strategy. LTSA's leaders will contribute to developing teams and team members that have

confidence in their roles and further the organization's abilities.

Invest in Employee Development and Training

LTSA is investing in the learning and development of employees to strengthen innovation capabilities and build skills that enhance understanding of public interest and drive business performance. Customized development plans for employees are complemented by organization-wide training that includes topics related to corporate policy, cybersecurity and diversity, equity and inclusion.

Diversity, Equity and Inclusion

LTSA is committed to continuing its journey in diversity, equity and inclusion (DE&I) and to incorporate ongoing enhancements to best practices and organizational culture. Integrating cross-functional knowledge and efforts related to

ESG and sustainable development goals (see page 12), LTSA supports equality and reduced inequalities through regular review of hiring practices, pay equity and an organizational culture where all employees can share their diverse views, skills and backgrounds.



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

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
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