

● **Title Page**

**Corporate Description**

**Mission, Vision, Values**

**Message from Chair and  
President & CEO**

**Business Priorities**

**Strategic Objective 1:**  
Confidence & Integrity

**Strategic Objective 2:**  
Customer Needs

**Strategic Objective 3:**  
People

**Strategic Objective 4:**  
Financial Management

**The Next Three Years**

**Contact Information**

**2015/16 to 2017/18**

# Land Title and Survey Authority of British Columbia Business Plan

## Corporate Description

Title Page

● Corporate Description

Mission, Vision, Values

Message from Chair and President & CEO

Business Priorities

Strategic Objective 1:  
Confidence & Integrity

Strategic Objective 2:  
Customer Needs

Strategic Objective 3:  
People

Strategic Objective 4:  
Financial Management

The Next Three Years

Contact Information

**The Land Title and Survey Authority of British Columbia (LTSA) is a publicly accountable, statutory corporation responsible for operating BC's Land Title and Survey Systems.**

The LTSA is established as a regulatory authority, independent from the government, with the mandate to “manage, operate and maintain the land title and survey systems of British Columbia.”

Reliable and secure land title and survey systems are an essential underpinning to BC's private property market and the civil justice system. These systems also support civic governance, taxation and Crown land management frameworks.

The LTSA maintains BC's land title and survey systems through the timely, efficient registration of land title interests and survey records, and enables efficient title, document and plan search services. In collaboration with the Province, the LTSA maintains the legislative framework for BC's land title and survey systems, and

reports on achievement of performance requirements established by the Province.

The LTSA earns its income from the service fees it charges customers (other than the provincial government, which is fee-exempt). Its net earnings, achieved through prudent financial management, continue to be re-invested to achieve land title and survey public policy objectives and sustainable, cost-effective operations.

Annually, about 3.8 million transactions are processed by the LTSA, of which approximately 670,000 are for registration of land title interests and approximately 3.1 million are for searches of registered records and issuance of certificates.

With a reputation for accountable, reliable and trusted public administration, stakeholder surveys have demonstrated strong customer trust and satisfaction with respect to the LTSA's delivery of BC's land title and survey systems.

### Innovation

The LTSA is constantly developing, implementing and managing new processes and systems to ensure it meets the ever-evolving needs of its stakeholders.

### Integrity

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

### Trust

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

Title Page

Corporate Description

● Mission, Vision, Values

Message from Chair and  
President & CEO

Business Priorities

**Strategic Objective 1:**  
Confidence & Integrity

**Strategic Objective 2:**  
Customer Needs

**Strategic Objective 3:**  
People

**Strategic Objective 4:**  
Financial Management

The Next Three Years

Contact Information

Print This Page

## Mission, Vision, Values

### Mission

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

[Read how the LTSA is leading its mission on pages 5 and 6.](#)

### Vision

Be the leader in providing exceptional service and innovative solutions in the operation and administration of land title and survey systems.

[See the results of turning vision into action on pages 9 and 10.](#)

### Values

**Accountability:** We are accountable and responsive to customers and stakeholders.

**Integrity:** We act with the highest standards of integrity.

**Respect:** We treat each other and our customers and stakeholders with respect.

**Improvement:** We continuously develop our business, knowledge and skill.

[Read how our values translate to meeting customer needs on pages 8 to 10 and managing employee initiatives on pages 11 and 12.](#)

**Title Page**

**Corporate Description**

**Mission, Vision, Values**

**Message from Chair and President & CEO**

**Business Priorities**

**Strategic Objective 1:**  
Confidence & Integrity

**Strategic Objective 2:**  
Customer Needs

**Strategic Objective 3:**  
People

**Strategic Objective 4:**  
Financial Management

**The Next Three Years**

**Contact Information**

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

As 2015 marks the LTSA's tenth anniversary, the organization and its stakeholders join in celebrating this notable milestone. Over the past decade, a focus on innovation has positioned the LTSA as a leader in land title and survey system reliability, security and efficiency. Initiatives such as the recently launched myLTSA customer portal have allowed the LTSA to build closer connections with customers, enabling the monitoring and enhancement of systems based on direct customer feedback.

The LTSA is customer-focused, and through reliance on operational advice from stakeholders, continuously improves its services in the public interest. One expression of this activity is the development of ParcelMap BC, involving the active participation of several stakeholder groups including the Province, the Integrated Cadastral Information Society, the Association of BC Land Surveyors and BC Assessment. Offering many stakeholder benefits, ParcelMap BC will create an accessible visual land information infrastructure to fulfill a long-standing need for location-specific land information to support a wide range of programs and activities.

An example of LTSA's responsiveness to customers is the current initiative to enhance Electronic Search Services through innovative technological approaches. Undertaking this type of project, while managing the business cost-efficiently, is critical to the LTSA's sustainability.

The LTSA will continue its exploration of business development opportunities to leverage its systems and business successes. This exploration may result in potential new services or products that complement the LTSA's current mandated services.

The strategic objectives discussed in this Business Plan reflect the LTSA's commitment to its stakeholders to administer sustainable, customer-focused operations.



Geoff Plant, Q.C.  
Chair, Board of Directors



Godfrey D. Archbold  
President and CEO

Title Page

Corporate Description

Mission, Vision, Values

Message from Chair and  
President & CEO

● Business Priorities

Strategic Objective 1:  
Confidence & Integrity

Strategic Objective 2:  
Customer Needs

Strategic Objective 3:  
People

Strategic Objective 4:  
Financial Management

The Next Three Years

Contact Information

## Business Priorities

The LTSA has identified four objectives for the 2015/16 to 2017/18 fiscal years to support its mission of delivering responsive and trusted expertise, and reliable land title and survey systems — an essential foundation to economic and social prosperity in BC.

These objectives focus on maintaining confidence and integrity of the systems through accountable collaboration with the Province, customer-centric delivery of services, optimal human resources management, and the investment in information technology improvements while ensuring the sustainable and cost-effective management of LTSA operations.

The four objectives will be achieved through diligent adherence to statutory requirements, responsible and prudent fiscal management, and through innovation and business improvements.

### Some innovation highlights include:

- Implementation of the first release of ParcelMap BC in 2015 and continuous improvement of the fabric through a phased approach
- Commitment to customers through the enhancement of Electronic Search and Filing services
- Management of sustainable and financially responsible operations that directly benefit customers
- Exploration of business development opportunities

Title Page

Corporate Description

Mission, Vision, Values

Message from Chair and  
President & CEO

Business Priorities

● **Strategic Objective 1:**  
Confidence & Integrity

**Strategic Objective 2:**  
Customer Needs

**Strategic Objective 3:**  
People

**Strategic Objective 4:**  
Financial Management

The Next Three Years

Contact Information

## Strategic Objective 1: Confidence & Integrity

In collaboration with the Province, maintain confidence in the integrity of the Land Title and Survey Systems of British Columbia.

Of paramount importance to the LTSA is maintaining confidence in BC's secure, reliable, and accurate land title and survey systems. To assist in meeting this objective, the LTSA collaborates with the Province in maintaining the legislative framework for the systems, and also consults with the Province and professional stakeholders for their advice and suggestions on regulatory, operational and practice matters.

### Strategies:

- Administer BC's land title and survey systems in accordance with statutory requirements, transactional performance standards, and administrative justice principles
- Protect the integrity of land title and survey systems by ensuring access to accurate and reliable information, as well as conserving historic records
- Establish, maintain and participate in accountable collaborative mechanisms with the Province with respect to maintenance of the systems' legislative frameworks and alignment with the Province's strategic priorities
- Lead and participate in regulatory, operational and practice activities which support upholding the quality of the land title and survey systems

# Strategic Objective 1: Confidence & Integrity / Key Initiatives

Title Page

Corporate Description

Mission, Vision, Values

Message from Chair and President & CEO

Business Priorities

● **Strategic Objective 1:**  
Confidence & Integrity

**Strategic Objective 2:**  
Customer Needs

**Strategic Objective 3:**  
People

**Strategic Objective 4:**  
Financial Management

The Next Three Years

Contact Information

## Administration of Land Title and Survey Systems

The LTSA manages BC's land title and survey systems in accordance with related enactments and an Operating Agreement with the Province, and in a manner that ensures security and confidence. The LTSA is committed to continuous improvement, with a particular focus on improvements to service consistency for its customers.

The LTSA will continue its long-term efforts to preserve the extensive collection of historic land title and survey records under its care. Ongoing conservation efforts will focus on attending to the highest priority documents — those documents that are both in high demand and in fragile condition. Additionally, the LTSA will continue to focus on taking steps, as resources are available, to archive original historical documents and maintain records of them in electronic format. These actions will support access to the information contained in the records and preserve the original documents.

## Access to Accurate and Reliable Information

The LTSA aims for the highest standards of practice in the use and management of BC's land title and survey systems. Best practices are established for all aspects of the LTSA's business, and these approaches are supported through defined policies and procedures.

## Accountable Leadership

The LTSA and the Province share responsibilities for informing the legislative and regulatory framework of BC's land title and survey systems. Effective, accountable ongoing communication between the two entities supports coordinated regulatory action and continued alignment with the priorities of the Province.

## Regulation of Land Title and Survey Systems

In establishing practice requirements and procedures, LTSA officials liaise with the Province, stakeholders, and the professionals who interact with the systems on behalf of their customers or employers. The strict application of these requirements ensures the accuracy and integrity of the land title and survey systems in BC.

Performance Measures		Targets		
Measures	15/16	16/17	17/18	
	95% of transactions completed within			
Land Title registration	6 days	6 days	6 days	
Crown Land Survey Plan approval	21 business days	21 business days	21 business days	
Crown Grant Issuance	21 days	21 days	21 days	
Increase stakeholder confidence in the LTSA	Maintain confidence level	Continue to achieve 90% level of trust	Maintain confidence level	

Title Page

Corporate Description

Mission, Vision, Values

Message from Chair and  
President & CEO

Business Priorities

Strategic Objective 1:  
Confidence & Integrity

● Strategic Objective 2:  
Customer Needs

Strategic Objective 3:  
People

Strategic Objective 4:  
Financial Management

The Next Three Years

Contact Information

## Strategic Objective 2: Customer Needs

Improve and deliver professional, consistent and responsive services to meet customer needs.

While respecting the guiding legislation, the LTSA continues to develop and enhance BC's land title and survey systems. Focused on improving online access to Electronic Search and Filing Services, the LTSA is developing and implementing initiatives to respond to changing customer needs. Customer service remains a top business priority for the LTSA in developing and maintaining reliable, secure systems that are available when customers need them.

### Strategies:

- Roll out the first and second technology components of ParcelMap BC in 2015 and release the parcel fabric by region through a phased approach
- Continue to support and improve internal processes to achieve better customer responsiveness, and efficient and consistent decision making
- Explore appropriate business development opportunities

**Title Page**

**Corporate Description**

**Mission, Vision, Values**

**Message from Chair and President & CEO**

**Business Priorities**

**Strategic Objective 1:**  
Confidence & Integrity

● **Strategic Objective 2:**  
Customer Needs

**Strategic Objective 3:**  
People

**Strategic Objective 4:**  
Financial Management

**The Next Three Years**

**Contact Information**

## Strategic Objective 2: Customer Needs / Key Initiatives

### ParcelMap BC

The goal of the LTSA's development of ParcelMap BC is to create a single, complete, trusted, and sustainable electronic map of all active titled parcels and surveyed provincial Crown land parcels in BC. Participating stakeholder groups include the Province, the Integrated Cadastral Information Society, the Association of BC Land Surveyors and BC Assessment. These groups will contribute to the development and deployment of ParcelMap BC.

Updated by the LTSA on a continual basis, ParcelMap BC will create an accessible visual land information infrastructure to fulfill a long-standing need for location-specific land information to support a wide range of programs and activities.

### Benefits

ParcelMap BC will offer the following benefits:

- Improve the speed and efficiency of land-related research, planning and business decisions through a visual representation of surveyed parcels associated with the Crown Land Registry and Land Title Register in an integrated spatial information infrastructure.
  - This integration will minimize possible data discrepancies and confusion by reducing the need to consult separate spatial systems in BC.
- Allow the redirection of stakeholder resources to develop value-added spatial products by providing a single, complete source of parcel information that can be leveraged.

### Approach

An incremental approach to parcel fabric compilation will be employed, with the system targeted for completion by April 2017. Once ParcelMap BC is fully operational, it will create a platform for future service offerings such as value-added layers provided by the LTSA or other entities.

# ParcelMapBC

# Strategic Objective 2: Customer Needs / Key Initiatives [CONT]

**Title Page**

**Corporate Description**

**Mission, Vision, Values**

**Message from Chair and President & CEO**

**Business Priorities**

**Strategic Objective 1:**  
Confidence & Integrity

**Strategic Objective 2:**  
Customer Needs

**Strategic Objective 3:**  
People

**Strategic Objective 4:**  
Financial Management

**The Next Three Years**

**Contact Information**

## Improve Internal Processes

Automated examination of land title applications has improved efficiency and consistency since its introduction in 2012. This secure, accurate and efficient system enables the examination and registration of about 40% of all land title applications based on sophisticated decision rules, and without any human intervention.

The LTSA intends to expand automated examination to additional types of land title filings in 2015 and beyond.

In 2015, the LTSA's Customer Service Centre will be implementing a customer relationship management system to more efficiently manage customer calls. Enhancements to Electronic Search Services will be fully operational in 2015, as well as enhancements to the Electronic Filing System and accompanying policy and instructional materials.

## Business Development

Over the next three years, the LTSA plans to explore and implement opportunities to leverage its systems and business successes through potential new services or products that complement its mandate. Customer feedback will be sought throughout the exploration and development phases, to ensure that any new initiatives are informed by customer and operational needs.

Performance Measures		Targets	
Measures	15/16	16/17	17/18
Operate myLTSA portal	Continue to deliver service enhancements	Continue to deliver service enhancements	Continue to deliver service enhancements
Deliver ParcelMap BC	Issue initial fabric releases and participating stakeholder groups will be able to extract the compiled regions of fabric	Province-wide fabric compilation complete and fully operational	Value-added enhancements
Customer / stakeholder satisfaction	Maintain or improve	90% for Land Title Division 90% for Surveyor General Division	Maintain or improve

Title Page

Corporate Description

Mission, Vision, Values

Message from Chair and  
President & CEO

Business Priorities

**Strategic Objective 1:**  
Confidence & Integrity

**Strategic Objective 2:**  
Customer Needs

**Strategic Objective 3:**  
People

**Strategic Objective 4:**  
Financial Management

The Next Three Years

Contact Information

## Strategic Objective 3: People

Ensure the optimum structure, people and tools for the effective operation of the LTSA.

Experienced leaders and engaged employees are the key to realizing the LTSA's business objectives. Through sharing of knowledge, modelling best practices, and effective performance management, the LTSA is positioned as a customer-centric organization that achieves its goals, recognizes its employees, and delivers results.

### Strategies:

- Develop and implement plans to improve employee engagement
- Focus on performance management for all employees to strengthen a performance and values-driven, customer-centric organizational culture
- Develop and implement the use of a balanced scorecard to measure LTSA and employee success in achieving organizational goals
- Develop leadership capacity through training and mentorship to develop succession candidates for leadership and specified key roles

# Strategic Objective 3: People / Key Initiatives

**Title Page**

**Corporate Description**

**Mission, Vision, Values**

**Message from Chair and President & CEO**

**Business Priorities**

**Strategic Objective 1:**  
Confidence & Integrity

**Strategic Objective 2:**  
Customer Needs

**Strategic Objective 3:**  
People

**Strategic Objective 4:**  
Financial Management

**The Next Three Years**

**Contact Information**

## Engagement

The LTSA will develop and implement action plans to promote increased career development opportunities and improve internal communications by using information gathered from both formal employee engagement surveys and informal employee focus groups.

## Performance Management

Performance management targets and tools will continue to be shared with employees to enhance employee engagement and cascade business priorities and goals.

Enhanced productivity measurement to optimize customer service and financial results will be used to identify trends and opportunities for improvement.

## Balanced Scorecard

The LTSA will develop and implement a balanced scorecard to provide at-a-glance information to support improvements in the following areas:

- Stakeholder and Customer
- Financial
- Quality + Efficiency
- Learn and Improve

The scorecard will be used by the LTSA to measure progress and facilitate greater alignment of internal activities with the LTSA's strategic goals.

## Leadership Capacity

Training and mentorship will complement employee engagement activities in developing leadership capability to help the LTSA capture and share knowledge across its geographically dispersed organization.

Performance Measures		Targets	
Measures	15/16	16/17	17/18
Employee engagement survey	Re-survey employees	Improve results against prior survey	Re-survey employees

Title Page

Corporate Description

Mission, Vision, Values

Message from Chair and  
President & CEO

Business Priorities

Strategic Objective 1:  
Confidence & Integrity

Strategic Objective 2:  
Customer Needs

Strategic Objective 3:  
People

● Strategic Objective 4:  
Financial Management

The Next Three Years

Contact Information

## Strategic Objective 4: Financial Management

**Manage our business in a sustainable and cost-efficient manner that directly benefits our customers.**

To continue to support the LTSA's efforts in exercising responsible fiscal management in its operations of BC's land title and survey systems, sound financial planning and risk management measures will be maintained to ensure stability and sustainability. The LTSA's capital investment of internally-generated net income in required and anticipated service enhancements is critical to this sustainability. Careful planning and strategic investment decisions respond directly to customer needs, and contribute to the LTSA's high customer satisfaction and confidence levels.

### Strategies:

- Maintain Assurance Fund at a high statistical confidence level by conducting periodic actuarial assessments
- Maintain Contingency Cash Reserve at a prudent level while still allowing sufficient reinvestment of capital to keep pace with customer needs and the changing marketplace
- Manage costs in line with revenues, ensuring that the LTSA has sufficient net income to fund ongoing capital investment in each of its three business segments: core business, myLTSA and ParcelMap BC
- Use sound financial planning tools and scenarios that enable the achievement of our business objectives efficiently and sustainably
- Use a risk management framework methodology and reporting mechanism to mitigate reputational, financial and regulatory impacts

# Strategic Objective 4: Financial Management / Key Initiatives

Title Page

Corporate Description

Mission, Vision, Values

Message from Chair and President & CEO

Business Priorities

Strategic Objective 1:  
Confidence & Integrity

Strategic Objective 2:  
Customer Needs

Strategic Objective 3:  
People

**Strategic Objective 4:**  
Financial Management

The Next Three Years

Contact Information

### Assurance Fund

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

### Contingency Cash Reserve

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

### Net Income from Core Business and myLTSA

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

### Sound Financial Management

The LTSA will continue to manage its finances, being aware of identified risks. Such risks will be managed through appropriate methodologies, reporting mechanisms, and mitigation strategies to maintain the LTSA's sound financial position.

Based on the organization's capital reinvestment goals, the LTSA Board and Executive team will further define annual financial performance measures to ensure the organization has the necessary capacity to invest in service enhancements in the public interest.

### Risk Management

To mitigate exposure to unnecessary risks in reputation, financial matters, and regulatory obligations, the LTSA will adopt and use a risk management framework.

Performance Measures	Targets			
	Measures	15/16	16/17	17/18
Assurance Fund	Maintain a \$6 million cash reserve to fund the Assurance Fund Reserve	Maintain a \$6 million cash reserve to fund the Assurance Fund Reserve	Maintain a \$6 million cash reserve to fund the Assurance Fund Reserve	Maintain a \$6 million cash reserve to fund the Assurance Fund Reserve
Contingency Cash Reserve	Maintain an additional cash reserve of the equivalent of 25% of annual cash operating costs	Maintain an additional cash reserve of the equivalent of 25% of annual cash operating costs	Maintain an additional cash reserve of the equivalent of 25% of annual cash operating costs	Maintain an additional cash reserve of the equivalent of 25% of annual cash operating costs

Print This Page

Title Page

Corporate Description

Mission, Vision, Values

Message from Chair and  
President & CEO

Business Priorities

**Strategic Objective 1:**  
Confidence & Integrity

**Strategic Objective 2:**  
Customer Needs

**Strategic Objective 3:**  
People

**Strategic Objective 4:**  
Financial Management

● **The Next Three Years**

Contact Information

## The Next Three Years

Over the next three years, a major focus of the LTSA will be managing the build, rollout, and operations of ParcelMap BC. The LTSA plans to roll out the first and second technology components of ParcelMap BC in 2015, followed by the release of the fabric region by region through a phased approach through March 2017. Further enhancements to Electronic Search and Filing Services will also be undertaken.

### In 2015/16

- Issue initial fabric releases of ParcelMap BC. Participating stakeholder groups will be able to extract compiled regions of parcel fabric
- Continue to enhance Electronic Search and Filing Services
- Continue to enhance myLTSA portal
- Develop and approve business development plan, including implementation scheme
- Conduct Employee Engagement Survey

### In 2016/17

- Province-wide fabric compilation of ParcelMap BC is complete and fully operational
- Continue to enhance Electronic Search and Filing Services
- Continue to enhance myLTSA portal
- Continue business development
- Conduct Stakeholder Survey

### In 2017/18

- Develop plans for value-added enhancements to ParcelMap BC
- Continue to enhance Electronic Search and Filing Services
- Continue to enhance myLTSA portal
- Continue business development
- Conduct Employee Engagement Survey

Title Page

Corporate Description

Mission, Vision, Values

Message from Chair and  
President & CEO

Business Priorities

**Strategic Objective 1:**  
Confidence & Integrity

**Strategic Objective 2:**  
Customer Needs

**Strategic Objective 3:**  
People

**Strategic Objective 4:**  
Financial Management

The Next Three Years

● **Contact Information**

## Contact Information

### General Inquiries

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#### Kamloops/Nelson Land Title Districts

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### New Westminister Land Title Office

#### Vancouver/New Westminister Land Title Districts

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### Website

[www.ltsa.ca](http://www.ltsa.ca)

Follow the LTSA on Twitter @LTSABC

### Victoria Land Title Office

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