



2020/2021 Annual Report







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# Our Mandate

LTSA's mandate and purpose are established in the Land Title and Survey Authority Act and guided by the overarching principle of serving 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.

## Customers and Stakeholders

- Lawyers and legal professionals
- Notaries
- Land surveyors
- Real estate agents
- Financial institutions
- Registry agents
- Authorized Subscriber Register (ASR) members such as government employees
- Provincial government
- Local government
- Federal government
- First Nations
- Historians
- Title Direct users
- Property owners / General public

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# Corporate Overview

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 and the Land Owner Transparency Registry. These systems provide the foundation for all real property business and ownership in the province. The Land Title and Survey Authority Act and a 60-year Operating Agreement with the Province define the operational mandate and responsibilities of LTSA.

## Land Title and Survey Authority Act

The Land Title and Survey Authority Act (the Act) was enacted by the Province of British Columbia (“the Province”) in 2005 and allowed LTSA to be established as a corporation that must not be operated for profit, and without share capital. The Act also established a Board of Directors to oversee the operations of LTSA, which is chosen from stakeholder nominations and strives to reflect the diversity of the Province of BC.

## Operating Agreement

The Operating Agreement between the Province and LTSA sets out the obligations and targets which each party must meet. The Operating Agreement has a term of 60 years, with a provision to review the sufficiency of revenues to LTSA from the Base Fees every ten years.

Reports on LTSA’s achievement against performance requirements established by the Province are published annually in the Annual Report as required by the Act.

Since LTSA’s establishment in 2005, all performance targets established by the Province have been met or exceeded.

## Relationship to the Provincial Government

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 us to carry on other necessary or advisable activities related to land title or land survey systems.

As the operator and regulator of BC’s land title and survey systems and other land-related registries, LTSA is charged with the reliable and secure delivery of these systems, which are an essential underpinning to BC’s private property market and the civil justice system. These systems also support civic governance, taxation and Crown land management frameworks. In collaboration with the Province, LTSA safeguards the legislative framework for BC’s land title and survey systems.

In 2020/21, LTSA processed 5.9M transactions and also distributed fees totaling \$40.0M to the Province.

## Creating Value in the Public Interest

LTSA creates value by supporting security and certainty of title through efficient registration of land title interests and survey records and by providing access to reliable land information.

LTSA processes over five million online transactions annually and provides land title information data feeds to the Province, local governments, and BC Assessment. Maintaining the trust and confidence of stakeholders and customers is paramount and is supported through an open and accountable governance structure and transparent registries.

In 2020/21, LTSA earned 97% customer satisfaction.

LTSA has increased automation and continued to focus on reducing application defects through increased electronic filing and new and innovative products and services developed by LTSA as well as our two subsidiary companies (LandSure Systems Ltd. and Autoprop Software Ltd.). LTSA has also developed products to increase transparency in the real estate market, including building the Land Owner Transparency Registry (LOTR) in 2020.

In 2020/21, 96% of transactions received by LTSA were filed electronically.





# Message from Board Chair and President & CEO

The Annual Report outlines the operational activities and achievements of LTSA for the 2020/2021 fiscal year.

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LTSA responded to global changes created by the COVID-19 pandemic with resilience and agility, continuing to deliver essential services while maintaining accountability and integrity. Since 2005, LTSA has made capital investments totaling \$93.3M to ensure ongoing delivery and improvements to BC's land title and survey systems and other land-related registries. The investments made by LTSA over the years into the electronic filing and automation of land title transactions helped us to successfully maintain operations during the COVID-19 pandemic.

To support customers through the pandemic, LTSA implemented several changes to support health and safety guidelines and maintain physical distancing. These include temporary practice measures for remote witnessing as well as the launch of Identity Verification, a contactless way for legal professionals to confirm the identity of their clients online.

LTSA's customer-centric approach uses ongoing consultation with customers to help inform ongoing improvements and offer an increasingly better experience working with LTSA. Collaboration with customers and stakeholders is fundamental to how we operate and contributes to the development of current and future initiatives.

As part of our ongoing improvements to electronic filing, the Web Filing project build was completed in 2020/21 and provides the foundation to continue our work on modernizing land title submissions, increasing efficiency and accuracy, and maintaining a secure and reliable electronic filing system.

In cooperation with the Ministry of Finance, filings to the Land Owner Transparency Registry began on November 30, 2020, an initiative that demonstrates LTSA's commitment to serving in the public interest. LOTR improves real estate transparency in BC and supports the Province's 30-point housing plan to address housing affordability.

We continue to explore opportunities related to assisting First Nations with land registration services, providing support to First Nations and government in the later stages of the treaty process and offering an option for land registration once a final agreement is in place.

LTSA recognizes the significant value of the historic records in its care and is committed to enabling broader access to these records through a multi-year project to preserve and digitize the original paper versions. Since 2005, we have invested over \$17M to ensure these records are available for the benefit of all British Columbians for generations

to come. The Historic Records Advisory Committee continues to advise LTSA on conservation of and accessibility to all historic records in the organization's care, with a focus on records of significance to First Nations research.

Named a Top 100 Employer in BC in 2021, the third consecutive year LTSA has received this recognition, we express gratitude to our employees for contributing to our success and ensuring LTSA remains a great place to work. LTSA also extends deep appreciation for the visionary leadership provided by Connie Fair during her five years as President and CEO. Upon her retirement in early December 2020, Al-Karim Kara was appointed to the role of President and CEO and is leading the organization to meet the changing needs of customers and stakeholders.

**We are optimistic that our accomplishments this year will serve us well as we continue to grow and transform the business into the future.**



**Diane Friedman**  
Chair of the Board



**Al-Karim Kara**  
President and CEO

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## Leadership

In support of fulfilling the LTSA Board of Directors's statutory function, oversight role and fiduciary duty, the Board and Board Committees met 26 times in 2020/21 on matters related to:

- Strategic and business planning and risk management;
- Public accountability and reporting;
- Financial administration and compliance;
- Regulatory administration and compliance;
- Human resources; and
- Corporate governance.

[View the complete 2020/2021 Governance Report >](#)

### LTSA Board Members as at March 31, 2021



**Diane Friedman**  
BComm, BOARD CHAIR

Nominating Entity—  
BC Association of Professional  
Registry Agents



**Eugen Klein**  
BComm, ICD.D, VICE CHAIR

Nominating Entity—  
British Columbia Real  
Estate Association



**Sarf Ahmed**  
BComm, CA

Nominating Entity -  
Province of British Columbia



**O'Brian Blackall**  
BCLS, CLS

Nominating Entity—  
Association of British Columbia  
Land Surveyors



**Bronwyn Denton**  
MBA, BSc(ENG), BCLS, CLS, P.ENG

Nominating Entity—  
Association of British Columbia  
Land Surveyors



**Shawna Farmer**  
BA, MPA, MA (ALS)

Nominating Entity—  
Society of Notaries Public of BC



**Patrick Julian**  
LL.B

Nominating Entity—  
Law Society of British Columbia



**Robert Simmons**  
BSc(ENG); MBA

Nominating Entity—  
Province of British Columbia



**Scott Smythe**  
LL.B

Nominating Entity—  
Law Society of British Columbia



**Richard Walton**  
BA, MA(Ed), CA (CPA), FCA (FCPA), ICD.D

Nominating Entity—  
Union of British Columbia  
Municipalities



**Angela Wesley**  
ICD.D

Nominating Entity—  
First Nations Summit





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### LTSA Executive Team as at March 31, 2021



**Al-Karim Kara**  
MBA, FCPA, FCMA, C.Dir  
LTSA President and  
Chief Executive Officer



**Greg Pedersen**  
MS, CPA, CA, CPA (Oregon), CGMA  
Vice President and  
Chief Financial Officer



**Rob Cutler**  
BComm, DipTech, FCPHR  
Vice President, Business Innovation  
and Chief Product Officer



**Camille Reid**  
BA, BComm, CPHR  
Vice President, Operations



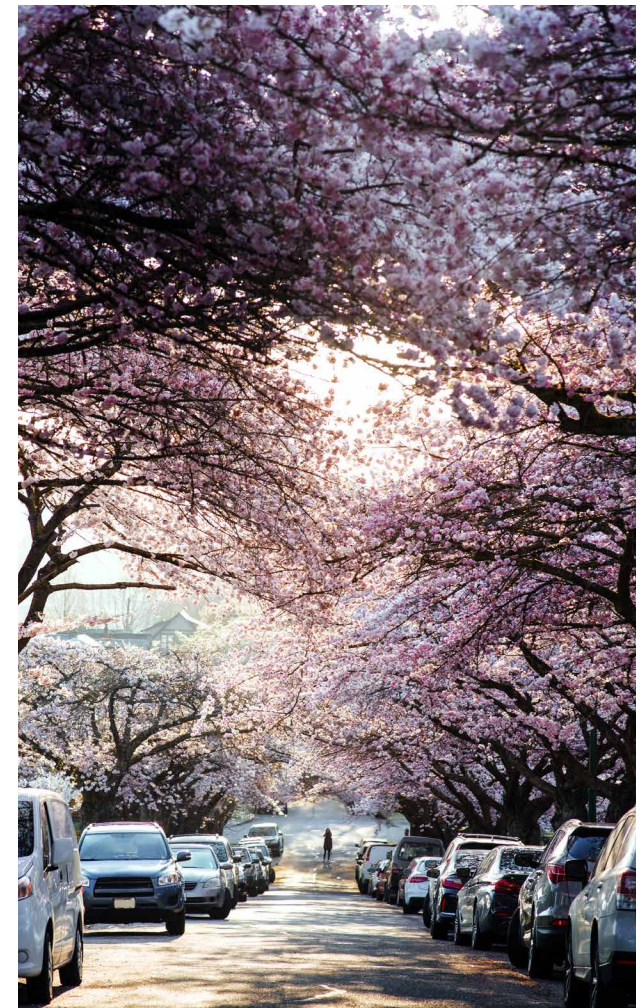
**Sam Mitchell**  
BSc, CPHR  
Vice President,  
Human Resources



**Gregory Steves**  
BA, MCP, RI(BC)  
Vice President, Policy and  
Legal Services

The fiscal year concluded with a transition in LTSA's leadership, with the retirement of President and CEO Connie Fair in early December 2020. The Board of Directors undertook a thorough recruitment process to select a successor, and in early December, LTSA was pleased to welcome Al-Karim Kara as President and CEO. Al-Karim joined LTSA in November 2009 most recently as Vice President Business Innovation and Chief Information Officer and has been instrumental in the development and implementation of LTSA's corporate strategy throughout the past 11 years.

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# Consultation

Outreach is core to LTSA's accountability framework. Regulatory governance, operational performance, and business changes at LTSA all benefit from established consultation and advisory forums with a wide variety of organizations.

At the formation of LTSA in 2005, the Board established a formal Stakeholder Advisory Committee (SAC) which is designed to ensure effective two-way communication with stakeholders and customers. The CEO chairs the SAC and this advisory body, which includes a senior representative from the Province with legislative responsibility for the related enactments, meets with LTSA three times per year. The SAC:



## PROVIDES THE CEO WITH VIEWS

on LTSA's strategic and business planning frameworks, business operations, communications plan and risk management, and meets annually with the board of directors.



**COMMUNICATES THE SPECIFIC NEEDS AND CONCERNS** of their organizations as they pertain to LTSA activities and shares LTSA announcements and information with their members/colleagues.



## RECEIVES QUARTERLY REPORTS

on LTSA operations and performance, major initiatives, historic records conservation projects, information technology systems improvements, customer service and service function enhancements, and LTSA's regulatory and policy initiatives.







# Corporate Response to COVID-19

## LTSA's Response to the COVID-19 Pandemic

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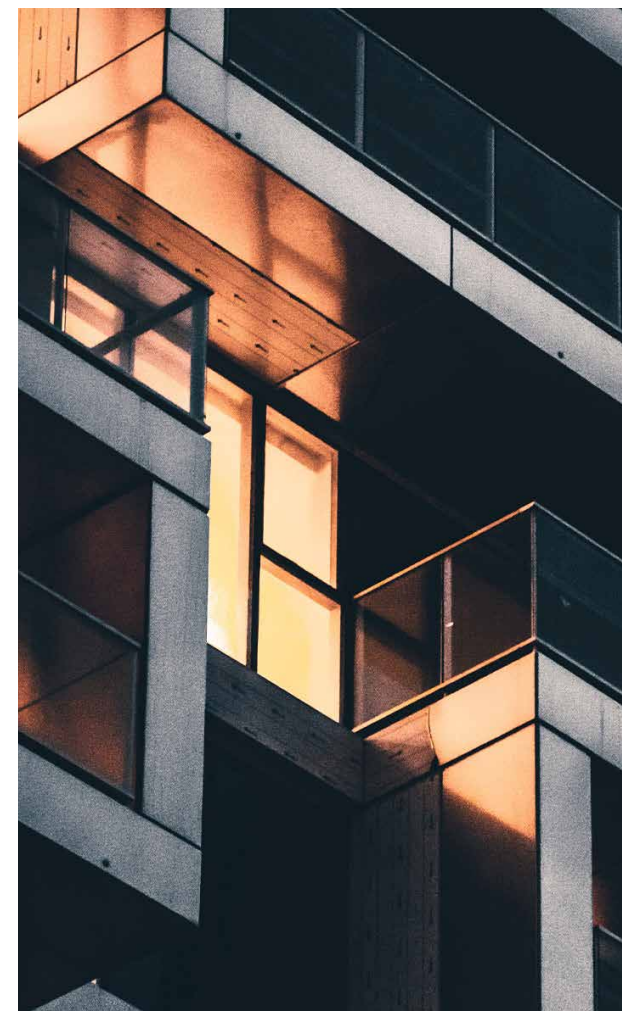
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The COVID-19 pandemic quickly and dramatically impacted the business climate, LTSA's customers, employees and their families. As an essential service, LTSA was able to pivot quickly, maintain stakeholders' trust in the land registry system and provide service with minimal service interruptions, while still protecting the health and safety of our customers and employees.

LTSA immediately activated its Crisis Management Team, stopped all non-essential travel, and instituted a voluntary work from home program. LTSA also endeavoured to forecast the impact of the pandemic on its operations and financial results, to ensure adequate allocation of resources should there be material changes to operations or revenues.

Through the pandemic, there were no COVID-19 related job losses at LTSA. As a result of LTSA's continued investment in technology, increased automation and online products, LTSA's customers have been able to continue to transact through the pandemic. LTSA demonstrated its ability to respond to changes in market demand by also adding products for customers to use in the remote operating environment, including implementing a procedure for remote witnessing, and building an identity document verification service.

Though it was anticipated that there would be a reduction in transaction volumes as a result of the impact of COVID-19, which did occur early in the year, transaction volumes continued to grow through 2020 and into 2021, with five of the ten highest volume months since LTSA's inception in 2005 occurring in 2020/2021, and LTSA recorded its highest revenue month ever in March 2021. LTSA's recent automation gains, continued use of electronic filing, and new remote workplace tools ensured that these high transaction volumes were reliably and efficiently processed well within our service delivery targets.



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# Business Initiatives and Achievements

**STRATEGIC OBJECTIVES** - LTSA established four strategic objectives in the 2020/21 LTSA Business Plan to frame desired outcomes and the strategies the organization will use to achieve them as follows:

## Stakeholder and Customer

Maintain confidence in the land title and survey systems, and help customers improve services.

- Develop land-related services for public sector customers
- Develop land-related services for existing commercial customers
- Increase customers search and filing efficiency and reduce errors on applications
- Mitigate the potential for fraud or errors in the land title register

## Financial

Diversify the business to increase services and maintain financial sustainability.

- Manage financial results to provide sufficient net income to meet operational and capital investment needs
- Increase and diversify sources of revenue
- Invest cash reserves into new services

## Internal Processes

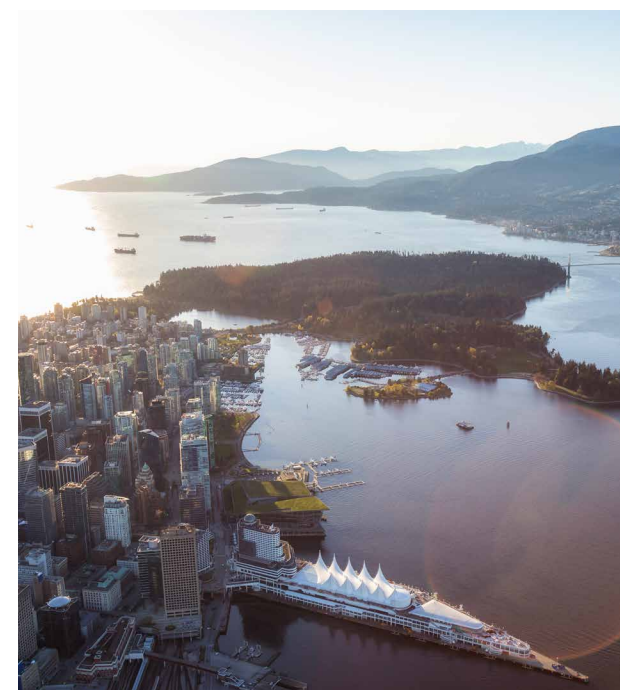
Deliver professional responsive services using a customer-centric approach.

- Develop knowledge of our key customers and understand their wants, needs and changing expectations
- Develop common processes to support agile and responsive customer-focused delivery of services
- Move all services online
- Leverage existing systems to support additional services

## Learn and Grow

Ensure optimum structure, people and tools.

- Build a customer-centric culture and engaged workforce
- Modernize underlying core technology so LTSA can respond to changing customer demands and improve resilience
- Develop leadership capability
- Broaden knowledge and skills in existing employees



Key business initiatives and customer engagement activities delivered to support the objectives established in the Business Plan are outlined on the following pages:



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# Business Initiatives and Achievements: Stakeholder and Customer

Maintain confidence in the land title and survey systems, and help customers improve services.

Key business initiatives and achievements delivered to support this objective include:

## Land Owner Transparency Registry

The first-of-its kind in Canada, the Land Owner Transparency Registry is 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 Province's 30-point housing plan to address housing affordability. The LOTR filing module launched November 30, 2020. LTSA has spent over 20,000 development hours and \$5 million building the LOTR filing service. Construction of the LOTR search service was ongoing through 2020/21, and the search service was successfully released on April 30, 2021.

### LOTR filing service – by the numbers

- 20,000+ Hours of development
- 1,400+ Hours of release testing
- 18 Months of development
- 9,500+ stakeholders/customers reached through 25+ hosted webinars, customer consultations, conferences, information sessions
- Zero significant defects on launch
- 1,600+ Hours of policy development
- 1,200+ Hours of communications work
- 30,000+ Subscribers reached through E-newsletters

## ParcelMap BC (PMBC)

Serving as a common reference for parcel information in BC, ParcelMap BC provides standardized and up-to-date parcel information which improves land-related research, planning, and business decisions for local governments, Crown agencies, and utilities. LTSA, in partnership with the Integrated Cadastral Information Society, is actively supporting the adoption of ParcelMap BC, with the goal for ParcelMap BC to be recognized and used as the authoritative cadastral parcel fabric representation throughout BC.

As of March 31, 2021, ParcelMap BC has been adopted by 81 organizations [\[see Adopting ParcelMap BC\]](#). During the year, LTSA mapped approximately 9,000 new survey plans in ParcelMap BC while averaging a one day turnaround time and improved the spatial accuracy of over 70,000 parcels through the Spatial Improvement Program. Additionally, over 16,000 previously unmapped titled road parcels are now included in ParcelMap BC.

## First Nations Land Registration Services

LTSA has been collaborating with the First Nations Lands Advisory Board and Resource Centre (LAB) to explore how LTSA could assist the formation of a new independent land registry that would be governed by First Nations. This would provide reliable and trustworthy land-related systems and information to support First Nations who have land codes and wish to use these services to self-manage the governance, management, protection, and development of First Nation lands. During the year, a Memorandum of Understanding was executed creating a framework to progress this initiative, and LTSA has begun early solution definition work.

These plans align LTSA with the commitment made by Canada and the Province of British Columbia towards implementing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), and adopting the Truth and Reconciliation Commission of Canada's Calls to Action.

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## AUTOPROP

AUTOPROP combines relevant and detailed property information from over 125 sources – importantly from LTSA, the MLS, and municipal data sources – into a single map-based search, enabling REALTORS® to provide proper due diligence to their clients. Consumers benefit from increased transparency and access to information, helping them make informed real estate decisions. A key milestone achieved in 2020/21 was that every member of a real estate board in British Columbia now has access to AUTOPROP. Through the year, LTSA focused on improving AUTOPROP and increasing the userbase and achieved a new record of over 7,000 people using the service every month.

## Web Filing Project

In support of operational excellence, LTSA has undertaken a multi-year initiative to modernize the delivery of land title forms and improve the user experience. Web Filing is an update to LTSA's electronic filing system that reflects evolutions in policy, technology and our customers' business. Web Filing forms for land title applications (excluding survey plan forms) have been introduced in myLTSA and retirement of associated PDF forms

began in December 2020 with all forms to be retired by September 2021. Additional functionality is being introduced to Web Filing to streamline the submission process. At March 31, 2021, 46% of Land Title Act applications are being submitted using Web Filing.

## Reduce Defects

In support of decreasing defects, LTSA initiated planning for a project that will support customers with submitting applications as accurately and efficiently as possible. Minimizing defect submissions is in everyone's interest and several initiatives were implemented this fiscal year to help contain defect rates for all land title applications, including:

- System enhancements to improve analysis of defect reasons
- Staff training to improve consistency in decision making
- Facilitating online access to the Land Title Practice Manual and
- Implementing a Quality Verification Program.

## Additional Services or New Services

The COVID-19 pandemic has made it difficult and medically unsafe for many customers to see their clients in person. In light of the pandemic, the BC Courts and Law Society of BC moved quickly to support their stakeholders by expanding the process for remote witnessing. LTSA took the initiative to develop a new service that enhances the ability of legal professionals in verifying the identity of their clients when remote witnessing land title and other documents.

This service protects the LTSA register, stakeholders, and most importantly, the public interest.

### 2020/2021 PERFORMANCE MEASURES

Overall  
customer  
satisfaction  
rating

>90% overall  
satisfaction  
rating

97%

Percentage of  
Defects

Achieve a  
defect rate of  
less than or  
equal to 5%

5.7%\*

\*Increase in 2020/21 is due to remote work caused by COVID-19 and new technology adoption through Web Filing.

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# Business Initiatives and Achievements: Financial

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## Diversify the business to improve customer service and maintain financial sustainability.

LTSA operations are funded through regulated fee revenue from land title and survey services and myLTSA services provided to customers. Fees are established in compliance with requirements set out in LTSA's Operating Agreement with the Province.

**Key achievements for this objective include:**

### REVENUE

**14%**

Increase over 2020 to \$47.5 million, a record, driven mainly by 12% higher transaction volumes in the year.

### REVENUES FROM NEW PRODUCTS AND SERVICES

**62%**

Revenues from new products and services was \$3.1 million, 62% higher than the prior year, however \$3.9 million lower than target as a result of delays launching LOTR and lower than forecasted LOTR Transparency Report Filing Volumes.

### CASH FLOW FROM OPERATIONS

**74%**

Was \$18.0 million, allowing us to reinvest \$9.0 million in capital projects in the year.

### INVESTMENTS

**\$93.3 M**

LTSA has invested \$93.3 million in capital projects to improve operation of the land title and survey systems which represents a 100% capital investment ratio based on \$93.0M earned operating income since 2005.

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# Business Initiatives and Achievements: Financial Cont'd

## KEY ACHIEVEMENTS – FINANCIAL

2020/21 PERFORMANCE MEASURES	2020/2021 PERFORMANCE RESULTS
Revenue from New Products and Services ≥\$7 million	Achieved \$3.1 Million*
Cash Flow from Operations: ≥\$6 million annually to allow continued reinvestment	Achieved
Capital reinvestment: ≥\$8 million	Achieved
Assurance Fund: maintain \$6 million cash reserve to fund the Assurance Fund reserve	Achieved

\* See Revenue from New Products and Services on previous page for explanation.

## DID YOU KNOW?

\$14.7 M

LTSA delivered \$14.7 million worth of services to the Province and taxing authorities at no charge.





## Business Initiatives and Achievements: Internal Processes

Deliver professional responsive services using a customer-centric approach.

### Operational Excellence

LTSA's operational accomplishments are aimed at identifying and implementing continuous improvements.

#### Expand Voice of Customer Program and Administer Customer Relationship Health Survey

A comprehensive Voice of Customer research program supports LTSA's stakeholder and customer objectives by providing feedback to improve LTSA services. A key component of this program is the Relationship Health Survey. In 2020/21, this survey was conducted twice – once in September 2020 and once again in March 2021. With business and process changes created by COVID-19, the semi-annual results enabled LTSA to gain more timely insight into customer feedback. The overarching objective of the survey was to assess customer satisfaction and to assess stakeholder and customer trust in LTSA. The survey assesses overall customer experience along with feedback on LTSA products, services and communications. Along with the Relationship Health Survey, ongoing feedback from listening posts embedded in LTSA products and services provides a holistic view for LTSA's Voice of Customer program.

#### Launched the Refreshed LTSA Website

Based on customer feedback, LTSA.ca was redesigned and relaunched in November 2020 to improve the clarity and organization of information for our customers. An updated site navigation is organized around three main customer groups – Property Owners, Professionals and Government – with a final section for LTSA Products and Services.

#### Social Media Program

To engage with customers on their channel of choice and to enhance its presence and reputation online, LTSA has developed a presence on social media channels (including Twitter, LinkedIn, Facebook and Instagram – see links at the end of this report). LTSA's approach to social media includes a focus on visual content and defined content themes for more purposeful messaging. Social media provides an interactive venue for LTSA to connect with customers, while sharing unique content, including historic records and employee profiles. LTSA social media activities have contributed to positive customer engagement and customer sentiments.

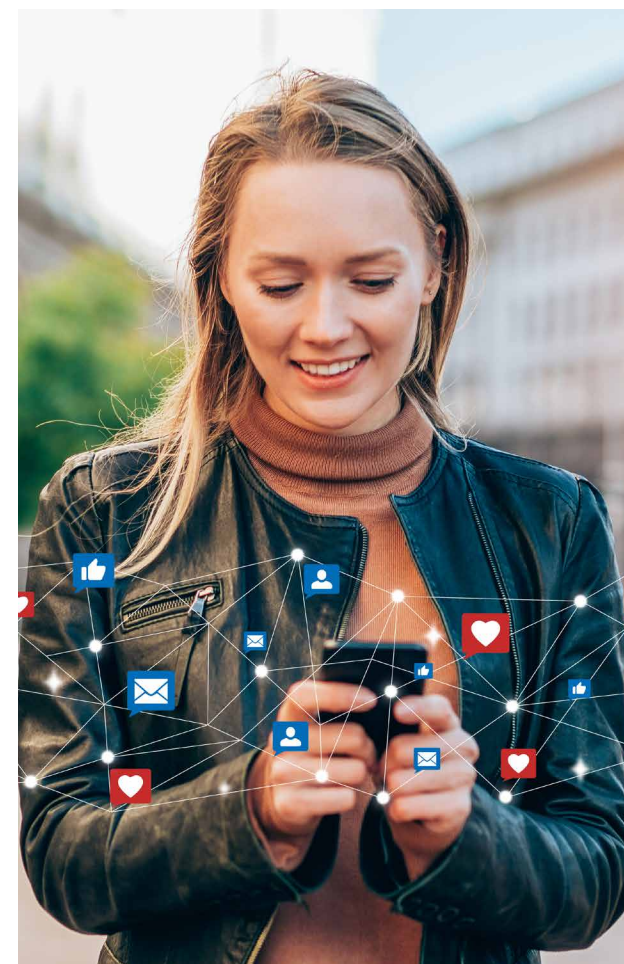


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# Business Initiatives and Achievements: Internal Processes Cont'd

## Completed Upgrade of the Spatial Improvement App (version 2.0)

In December 2020, an upgrade of the Spatial Improvement Assessment App was completed. The Spatial Improvement Assessment App provides a visual assessment of parcel fabric accuracy to identify misaligned areas across the province that inform the planning for Spatial Improvement Areas. The app provides ParcelMap BC users with transparency and insight into LTSA's plans for spatial improvements.

awareness training for all employees. In 2020/21, LTSA also completed application security testing for a number of new products, including the Land Owner Transparency Registry and Identity Verification Service which were launched in the year, reviewed and renewed its Cyber Insurance policy, initiated the Application Security Program, improved the incident detection and response capabilities and reviewed and improved internal systems security compliance systems. Employees are required to undergo regular cyber security training to bolster organizational resilience in this area.

## Cyber Security and Resilience

With the majority of LTSA services being delivered online with modern technology, LTSA takes its cyber security program very seriously. To ensure continued vigilance against malicious online attacks, LTSA has implemented preventative measures to minimize risk, including frequent vulnerability assessments, system penetration testing, regular security risk reviews, policy development aligned with best practice, data security classification, vendor and product privacy and security impact assessments, and security



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### Historic Records and Conservation and Digitization

LTSA recognizes the value of the historic records in its care and is committed to their preservation while enabling broader access benefiting British Columbians for generations to come.

Conservation is essential to maintaining the integrity of LTSA historic records. From April 1, 2020 to March 31, 2021, 368 land title and survey plans were conserved. Since 2005, over 8,438 plans have been conserved.

Digitization is a key part of LTSA's ongoing efforts to protect historic records from the deterioration that occurs with frequent handling. It also provides broader and easier access to these unique and irreplaceable artifacts that contain information not recorded elsewhere.

- From April 1, 2020 to March 31, 2021, bound volumes for the Victoria, Prince Rupert, Prince George, Kamloops and Nelson Land Title Districts were digitized. This amounts to 126,912 bound volume images and 7,663 field book images. Now, bound volumes for all Land Title Districts have been digitized, with few exceptions. Since

Since 2005, LTSA has invested over \$17 million in various technology, facilities and personnel dedicated to historic records conservation and digitization.

June 2015, 1,037,368 bound volume and field book images have been scanned.

- In 2020/21, LTSA prioritized the digitization of Kamloops and Nelson Land Title District microfilm records in preparation for the office relocation in 2022. The work will continue to mid-2021, after which digitization of microfilm for other land title districts will begin.

Since 2015, LTSA has been flattening plans stored on wooden sticks to house them in archival boxes to preserve the integrity of the plans and reduce storage volume. In 2020/21, approximately 18,000 plans were flattened. In total, over 400,000 plans have been flattened and the work will continue for several more years.

The Historic Records Advisory Committee (HRAC), established in 2019, continued to provide advice on conservation of and accessibility to historic records in LTSA's care, with a focus on records of significance to

First Nations. LTSA's goal is to improve access to historic records and records conservation practices in response to feedback from HRAC and other users. LTSA completed the Research Guide to Dominion Land Records, primarily for the use of Direct Access Users. Between 2008-2020, 9,165 Dominion Township Plans were indexed and digitized.

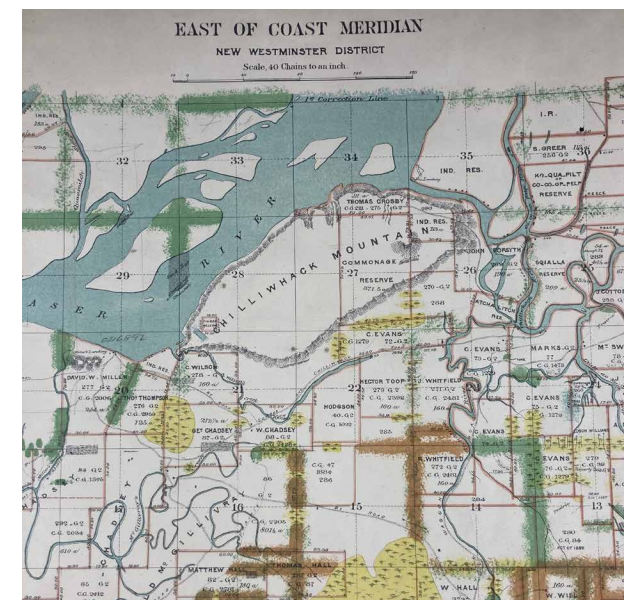
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# Business Initiatives and Achievements: Internal Processes Cont'd

## KEY ACHIEVEMENTS – FINANCIAL

2020/2021 PERFORMANCE MEASURES		2020/2021 PERFORMANCE RESULTS
95% of Registration transactions processed online		96%
Adoption of ParcelMap BC at 50 organizations (cumulative)		81 organizations (as at Mar 31, 2021)
TRANSACTION PERFORMANCE - 95% OF TRANSACTIONS COMPLETED WITHIN:		
Land Title registration	6 business days	3.6 days
Crown Land Survey Plan approval	21 business days	5.0 days
Crown Grant issuance	21 days	6.8 days
External IT Service Availability maintained at 99% of scheduled access time		Achieved 99.9% of scheduled access time

LTSA is committed to continually enhancing its customers' experience and strengthening BC's land title and survey systems.





# Business Initiatives and Achievements: Learn and Grow

Ensure optimum structure, people and tools.

## KEY ACHIEVEMENTS FOR THIS OBJECTIVE INCLUDE:

### Engagement

LTSA conducted an employee pulse check survey in May 2020 and achieved its target engagement score of 63%. Throughout the year, LTSA continued to implement action plans to promote increased career development opportunities and improve internal communications by using information gathered from both the 2019 and 2020 engagement surveys, as well as informal employee focus groups. LTSA is planning to conduct another full employee engagement survey in May 2021.

communications platform, updated its intranet and file storage and sharing systems, and updated its payroll service to a new cloud-based human capital management service, and has launched recruiting and performance modules subsequent to year end.

### Develop and Support Existing Employees and Increase Leadership Capacity

Like much of our operations this year, LTSA moved its learning and development activities online in response to the COVID-19 pandemic. LTSA continued to develop and deliver learning and development initiatives throughout the year, including a blended learning program for Examiner Trainees, which combines learning modules, training assignments and mentoring. Leadership development and management training also continued this year, with Insights Discovery workshops for select teams and a Resilience in the Workplace pilot for people managers, with the intent of rolling out these programs more broadly in the future. Technology training was delivered across the organization to support the implementation of new

collaboration tools for employees, including Microsoft Office 365. Throughout 2020, LTSA also continued to support individual requests for external training and development in support of organizational and team objectives.

2020/2021 PERFORMANCE MEASURES	2020/2021 PERFORMANCE RESULTS
Employee Engagement: Improve engagement rate by 1.5% over 2019/20 results	Achieved 63% (+1% increase)
Invest 3.5% of total Salaries in employee learning and development	Achieved 2.3% investment*
Total employee turnover rate – quarterly rate <2.5%	Achieved less than 2.5% turnover rate in all four quarters.

\*Investment rate lower than projected due to impacts of COVID-19.



LTSA was recognized as one of BC's Top Employers for the third year in a row (2021, 2020, 2019).



LandSure Systems Ltd. was recognized as one of BC's Top Employers for a second time (2021, 2018).

### Modernize Core Systems

During the year, LTSA continued to modernize its ASTRA (Automated Survey and Title Registration Application) system, which was built in 2010. LTSA spent \$1.5 million on ASTRA modernization work in the year, with work focusing on breaking larger software components into smaller segments to allow for faster and more frequent updates and fixes, and moving from a system running on dedicated servers to a cloud-based platform. In the year, LTSA also upgraded its back office operating systems, implemented an on-line videoconferencing and

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