



Annual Report

2021/2022





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Our Mandate and Services

PURPOSE

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. 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.

The Land Title and Survey Authority Act was established in 2005 with clear directives from government that the 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 introduce technology solutions that are responsive to fluctuating demands. 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 STAKEHOLDERS

- Lawyers and legal professionals
- Notaries
- Land surveyors
- Real estate professionals
- Financial institutions
- Registry agents
- Provincial government
- Local government
- Federal government
- First Nations
- Historians
- Title Direct users
- Utilities and Public Services
- Property owners/General public

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 without share capital that must not be operated for profit. The Act also established a Board of Directors to oversee the operations of LTSA. Members are appointed from nominations provided by stakeholder entities defined in the Act 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 the provision to review the sufficiency of revenues to LTSA from the Base Fees every ten years.

Reports on LTSA's achievement against performance requirements that have been 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 2021/22, LTSA delivered \$15.4M of services to the Province and taxing authorities at no charge and transferred a portion of LTSA fees (\$47.6M) 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 seven 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 2021/22, 79% of customers rate LTSA's customer experience as very good or excellent.

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 its two subsidiary companies (LandSure Systems Ltd. and Autoprop Software Ltd.). LTSA has also developed products to increase transparency in the real property market, including building the Land Owner Transparency Registry ("LOTR") in 2020.

In 2021/22, 99.96% of transactions received by LTSA were filed electronically.

Message From the Chair and President and CEO

THE ANNUAL REPORT OUTLINES THE OPERATIONAL ACTIVITIES AND ACHIEVEMENTS OF THE LTSA FOR THE 2021/2022 FISCAL YEAR.

The 2021-2022 fiscal year included noteworthy milestones for LTSA, including record levels of transactions and land title applications during a sustained period of elevated activity in the real estate market. As the COVID-19 pandemic shifted to require a prolonged response, LTSA resumed some in-person operations while continuing to prioritize the health and safety of customers and employees. During this period of heightened volume and collective change, LTSA successfully achieved its targets for turn-around times, made possible through the dedication of employees and multi-year efforts to increase electronic filing and automated processing of land title applications.

As part of LTSA's strategic objectives to strengthen core systems and improve operational excellence, product enhancements introduced this year build on LTSA's long-term efforts to continually improve the efficiency and accuracy of the land title and survey systems. This includes broadening the types of applications that can be processed automatically and refining system validations to help reduce defects. A number of legacy forms were retired with almost all land title applications now submitted through Web Filing forms. Parallel work has begun in survey plan services, with customer-facing improvements to be introduced over the coming three years. Work to move the majority of LTSA's systems to the cloud operating environment was also completed, improving the speed and availability of online services.

Feedback from customers and stakeholders helps inform LTSA's business decisions and system enhancements, and LTSA's annual Customer Relationship Health Survey provides insights into how customers perceive LTSA. In the 2022 survey, 79% of respondents rated their experience with LTSA as 'excellent' or 'very good.'

Ensuring that the LTSA acts with integrity and respect is of utmost importance to the organization. LTSA has initiated the process of formalizing and further developing Environmental, Social and Governance (ESG) commitments. As part of the ESG framework, we are developing a comprehensive Diversity, Equity and Inclusion (DE&I) plan and Indigenous Reconciliation plan.

This year, LTSA established a memorandum of understanding with the First Nations Lands Advisory Board and the First Nations Land Management Resource Centre to develop a new First Nations National Land Registry. The registry will create essential infrastructure for First Nation land governance, furthers First Nations land management and provides reliable and trustworthy registration of interests in land to support First Nations under the Framework Agreement.

The BC government extended the deadline for pre-existing owners to file with the Land Owner Transparency Registry (LOTR), giving reporting bodies with an interest in land more time to file a transparency report. The revised filing deadline of November 30, 2022 provides

customers with more time to gather information about ownership and prepare to file to LOTR.

LTSA was named as one of the Top 100 Employers in BC for 2022. We express gratitude to our employees for their dedication and commitment which helps ensure LTSA remains a great place to work.

Our focus will remain on driving operational excellence as we pursue opportunities for the business in the public interest.



Diane Friedman
BOARD CHAIR



Al-Karim Kara
PRESIDENT & CEO

Leadership

In support of fulfilling the Board's statutory function, oversight role and fiduciary duty, the LTSA Board of Directors and Board Committees held meetings during the 2021/22 fiscal year 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 2021/2022 Governance Report

Diane Friedman (Board Chair) reached the maximum allowable terms served as a Director on March 31, 2022 and the Board expresses its gratitude for her contributions over her 12 year tenure as an LTSA Board Director. The Board appointed Eugen Klein to serve as new Board Chair for the coming 2022/23 year.

LTSA BOARD MEMBERS AS AT MARCH 31, 2022



Diane Friedman

BComm, **CHAIR**

Nominating Entity –
BC Association of
Professional Registry Agents



Shawna Farmer

BA, MPA, MA (ALS)

Nominating Entity –
Society of Notaries Public
of British Columbia



Scott Smythe

LL.B

Nominating Entity –
Law Society of British
Columbia



Eugen Klein

BComm, ICD.D, **VICE-CHAIR**

Nominating Entity – British
Columbia Real Estate
Association



BJ Houghton*

BSc(ENG), BCLS, P.ENG

Nominating Entity –
Association of British
Columbia Land Surveyors



Richard Walton

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

Nominating Entity
– Union of British
Columbia Municipalities



Sarf Ahmed

BComm, CA

Nominating Entity –
Province of British Columbia



Patrick Julian

LL.B

Nominating Entity –
Law Society of British
Columbia



Angela Wesley

ICD.D

Nominating Entity –
First Nations Summit



Bronwyn Denton

MBA, BSc(ENG), BCLS, CLS, P.ENG

Nominating Entity –
Association of British
Columbia Land Surveyors



Robert Simmons

BSc(ENG); MBA

Nominating Entity –
Province of British Columbia

*Replacement Director with effect July 1, 2021

Leadership Cont'd

LTSA EXECUTIVE TEAM AS AT MARCH 31, 2022



Al-Karim Kara

MBA, FCPA, FCMA, C.Dir

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



Social Responsibility

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), THE ORGANIZATION HAS DETERMINED TO INITIATE STEPS TO BUILD AN ESG FRAMEWORK IN THE COMING FISCAL YEAR TO MORE CLEARLY ALIGN ACTIVITIES AND REPORTING (SEE LTSA BUSINESS PLAN 2022/23 OR [LTSA.CA](https://www.ltsa.ca) FOR MORE INFORMATION).

During this reporting period, activities were undertaken by LTSA that generally align with ESG principles including:

- **Indigenous Reconciliation** (see below for more)
- **Stakeholder Accountability** (see page 9 for more)
- **Diversity, Equity and Inclusion** (see page 17 for more)
- **Environment** – LTSA has implemented a number of initiatives to reduce greenhouse gas emissions through increased automation and electronic filing efforts as well as document digitization which reduces paper waste. The Victoria and New Westminster offices are LEED gold buildings, and LTSA continues to invest in remote work technology which reduces emissions from travel.

Indigenous Reconciliation

LTSA initiated development of an Indigenous Reconciliation Plan to guide LTSA in aligning with the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP) and responding to the Calls to Action from the Truth and Reconciliation Commission (TRC) within the context of LTSA's mandate. The goal is to establish a meaningful framework for how the LTSA can conduct its business in the spirit of UNDRIP and the TRC Calls to Action. The Plan is targeted for completion in the 2022/23 fiscal year.

In this reporting period, LTSA sought to take early action in advance of a dedicated plan being available as summarized below:

- **First Nations Scholarship** – LTSA established an Indigenous Student Scholarship to be administered by New Relationship Trust Foundation, and four undergraduate scholarships were awarded in the first year to students from Indigenous communities.
- **Truth and Reconciliation Day** – LTSA honoured the first Truth and Reconciliation Day by recognizing the day as a statutory holiday and closing all LTSA offices on September 30, 2021.

- **First Nations National Land Registry** – initiated in 2021, LTSA has built a strong partnership and collaboration with the Lands Advisory Board to leverage LTSA knowledge and expertise to help develop a First Nations owned and operated National Land Registry. (see page 15 for more information)
- **Historic Records Advisory Committee** – Recognizing the value of the records for First Nations, LTSA established a Historic Records Advisory Committee in 2019 to provide advice to LTSA regarding the preservation and accessibility of the records in LTSA's care. The Historic Records Advisory Committee includes members from First Nations organizations. (see page 14 for more information)
- **Recognition of Indigenous characters in BC's Land Registry** – LTSA has identified this capability as a priority and foundational work is has been initiated.
- **Treaty Lands Surveys** – Treaty lands are surveyed with advice and instructions provided by the Surveyor General and Deputy Surveyors.

There is more to be done which will be informed by the completion of the Indigenous Reconciliation Plan in 2022/23.

Social Responsibility Cont'd

Stakeholder Accountability

Outreach is core to LTSA's accountability framework. Regulatory governance, operational performance, and business changes at the LTSA all benefit from established consultation and advisory forums with a wide variety of organizations. LTSA recognizes the impacts its current operations and future opportunities can have on a broad spectrum of stakeholders and customers and seeks to ensure stakeholder considerations are integrated into its business planning through consultation and collaboration.

At the formation of the 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 the 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.



Regular engagement with stakeholders supports delivery of LTSA strategy by ensuring LTSA has opportunities for direct feedback and forums to test ideas, all in support of a customer-centric organization.
For more information on the Stakeholder Advisory Committee refer to the Governance Report.

BUSINESS INITIATIVES AND ACHIEVEMENTS

Strategic Objectives

The LTSA established four strategic objectives in the 2021/22 LTSA Business Plan to frame desired outcomes and the strategies the organization will use to achieve them as follows:



Improve Operational Excellence

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



Grow the Business in the Public Interest

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



Reinvest and Strengthen Core Systems

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



Continually Invest in People and Capabilities

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



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



BUSINESS INITIATIVES AND ACHIEVEMENTS

Improve Operational Excellence

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

Operational Excellence

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

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

Maintain Consistent Average Application Processing Times

During the year LTSA received over one million land title applications, a new record. These record volumes would not have been able to be processed within the processing times without the automation work done historically and the improvements in the least few years. The 12 month automation rate was 58%.

LTSA continued to focus on increasing automation and increasing customer success with applications to reduce defects. In April 2021, Project Echo was launched internally with planned activities to retire legacy PDF forms, increase electronic web-based filings, refining automation processes and increase the number and types of forms that can be automatically processed. During this reporting period, three key PDF forms were retired and replaced by Web Filing forms, a number of product releases were performed to increase form validations and reduce defects, standardized terms were introduced for certain natures of interest to allow for automated examination and LTSA began building additional electronic filing submissions from the

provincial government. LTSA also worked with customers to reduce defects in the year through hosting webinars and education sessions, and preparing and updating materials and guides on the LTSA website to support customers through the application process and to help them understand common filing errors.

Finally, to ensure accuracy and integrity of the land title register, the Director of Land Titles continued activities related to a Quality Assurance Program to maintain the

accuracy of information and support continued customer trust and confidence in the register.

Customer Engagement and Outreach

Customer feedback is critical for helping LTSA to maintain accountability, to learn how LTSA can improve and to inform business priorities. The annual Customer Relationship Health Survey is a key component of customer engagement, along with workshops and

2021/2022 PERFORMANCE MEASURES		2021/2022 PERFORMANCE RESULTS
95% of land title registration transactions processed online		98.02%
Adoption of ParcelMap BC (cumulative)		94 organizations (as at Mar 31, 2022)
Transaction Performance – 95% of transactions completed within:		
Land Title registration	6 business days	3.98 days
Crown Land Survey Plan approval	21 business days	3.37 days
Crown Grant issuance	21 days	4.51 days
External IT Service Availability maintained at 99% of scheduled access time		Achieved 99.9% of scheduled access time

Improve Operational Excellence Cont'd

webinars, advisory committees, social media and post-transaction feedback. Until 2020/21, Customer Satisfaction was used as a measure of success and was evolved to Customer Experience in 2021/22, in order to better reflect the perspective of customers in their interactions with LTSA. The organization is using the comprehensive results from the Customer Relationship Health Survey to identify ongoing enhancements to our customers' experience. In 2021, a virtual chatbot was introduced to the property owner pages of the LTSA.ca website, to help respond to customers' need for clear information. Other usability improvements, such as navigation and functionality changes continue to be added to myLTSA and LTSA.ca to help customers find information more easily.

Cyber Security and Resilience

LTSA has a robust cyber security program in place, given that the majority of LTSA services are delivered online with modern technology. To ensure continued vigilance against malicious online attacks, LTSA has implemented preventative measures to minimize risk, including frequent vulnerability and threat assessments, network penetration testing, regular security risk reviews, regular reviews and updates to IT policies and procedures, vendor security and privacy impact assessments, and regular security awareness training and testing for employees and contractors. In 2021/22, LTSA also completed application security testing for a number of

new products including the LOTR search module and eStrataHub and performed ongoing security testing for applications already in production. LTSA improved the incident detection and response capabilities, performed a number of incident scenario analysis and tabletop exercises and reviewed and improved internal systems' security compliance systems.



> DID YOU KNOW

In 2021, LTSA launched a website chatbot for property owners. Since launch, the chatbot has helped 32,000 customers.

> DID YOU KNOW

LTSA re-opened front counter operations in September 2021 and implemented an appointment system with over 2,800 bookings from September 2021 to March 2022 increasing customer convenience, reducing line-ups, and creating a safer environment for customers and staff.

Improve Operational Excellence Cont'd

Historic Records

Digitize Historic Records to Expand Access and Preserve Artifact Integrity

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. Since 2005, LTSA has invested over \$18 million in various technology, facilities and personnel dedicated to historic records conservation and digitization.

During the period, the Kamloops and Nelson Land Title District microfilm records were digitized and made accessible through all LTSA offices. In parallel, LTSA completed the move of paper-based Kamloops and Nelson Land Title District historical records to LTSA's purpose built facility in Victoria, BC featuring a secure, state-of-the-art, climate-controlled environment with special fire-suppression technology. LTSA is continuing its multi-year project to improve record accessibility by digitizing paper records, and ensuring processes are in place to enable paper records requested by customers are made available in digital format in a timely manner.

Conservation is essential to maintaining the integrity of LTSA historic records. From April 1, 2021 to March 31, 2022, 444 land title and survey plans were conserved. Since 2005, over 8,882 plans have been conserved.

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.

During 2021/22, LTSA continued collaborating with other entities on records of interest to First Nations and initiated the development of a comprehensive guide to records of Indigenous interest which led to a collaboration with the University of Victoria (UVIC), Royal BC Museum, Hudson Bay Archive and First Nations. In addition, LTSA partnered with University of Victoria to make some of the earliest Indian Reserve Commission Maps available through the UVIC library online collection free of charge.





BUSINESS INITIATIVES AND ACHIEVEMENTS

Grow the Business in the Public Interest

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

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

Land Owner Transparency Registry (LOTR)

The first-of-its kind in Canada, the Land Owner Transparency Registry (LOTR) 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. In April 2021 LTSA launched the search function for LOTR, allowing government agencies and the public to search records. There have been over 3,000 LOTR registry

searches done by the general public and over 350,000 searches (count of PIDs) done by enforcement

officers and ministry officials, taxing authorities, law enforcement agencies and regulators. During the year, the BC government extended the deadline for pre-existing owners to file with LOTR to November 30, 2022 in order to give pre-existing owners more time to gather information about ownership and prepare to file to LOTR.

Since its launch, LOTR has received over 280,000 transparency declarations and over 40,000 transparency reports.

First Nations National Land Registry

LTSA has been collaborating with the Lands Advisory Board (LAB) and LAB Resource Centre to explore how LTSA could assist the formation of a new independent national 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 preliminary solution definition and architecture was developed, a regulatory and governance model was completed, and the LAB has agreed to submit the project to the Government of Canada for further funding. A Memorandum of Understanding was executed creating a framework to progress this initiative, and LTSA has begun further solution definition work.

These plans support LTSA's commitment to the implementation of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Land and Property Data Services

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





BUSINESS INITIATIVES AND ACHIEVEMENTS

Reinvest and Strengthen Core Systems

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

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

ASTRA Modernization

Built in 2010, ASTRA (Automated Survey and Title Registration Application) provides the backbone for many of LTSA’s transactions. During the year, LTSA completed its containerization efforts, breaking larger legacy software components into smaller segments to allow for faster and more frequent updates, moved the majority of LTSA’s systems to the cloud operating environment and completed disaster recovery work. This work allowed LTSA to implement faster system upgrades and patches during the year and allowed for scaling of web filing and other systems to handle the record transaction volumes that occurred in the year with minimal service interruptions.

Survey Plan Services Modernization

With ongoing input from land surveyors, the Survey Plan Services Modernization (SPSM) project was initiated in 2021 and will continue for the next three years with the goal of building a platform to streamline the submission of survey plans. By completion, online services for survey plans will align with LTSA’s Web Filing capabilities, and an end-to-end workflow for land surveyors will streamline submissions for survey plans and associated dataset submissions. In the current initial phase, SPSM

development focuses on the alignment of survey plan submissions in a single place where all related information can be managed. During the year, LTSA completed the design solutioning, and began early development work. SPSM development work will continue in the 2022/2023 fiscal year.

Web Filing Adoption

The Web Filing project has modernized LTSA’s customer-facing systems by shifting from the use of PDF forms to web-based forms to enable an easier and more efficient filing experience with fewer defects, saving customers time and money. During this year, a number of legacy PDF forms were retired with almost all land title applications now submitted using Web Filing forms. LTSA also introduced improvements to the submission process, and completed a number of system releases to improve system validations for Web Filing forms resulting in increased automation and reduced defects. LTSA worked with third-party software vendors using Title Direct to integrate Web Filing capabilities into their programs with minimal disruption to customers.

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’s goal for ParcelMap BC is for it to be recognized and used as the authoritative cadastral parcel fabric representation throughout BC.

As of March 31, 2022, ParcelMap BC has been adopted by 94 organizations (see [Adopting ParcelMap BC](#)).

> DID YOU KNOW

LTSA’s ParcelMap BC team spatially improved 1500 square kilometers of parcels and integrated 25,000 ‘Titled Road’ parcels into the parcel fabric.

> DID YOU KNOW

LTSA supports the Province and the public interest in disaster recovery matters to strengthen core systems and provides survey advice on climate emergencies including re-establishing survey evidence after fire or floods and providing advice on boundary matters including proactive policy development to support boundary establishment after an earth quake event.



BUSINESS INITIATIVES AND ACHIEVEMENTS

Continually Invest in People and Capabilities

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

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

Engagement

LTSA conducted a full employee engagement survey in May 2021 and achieved a score of 60%. Throughout the year, LTSA continued to implement and evolve action plans to promote and strengthen internal communications and connection to employees by using information from the 2021 survey and 2020 pulse check on engagement. LTSA is planning to conduct a pulse check on engagement in 2022 and a full employee engagement survey in 2023.

Workplace Modernization

During the year, LTSA introduced new modes of working with a structured hybrid workplace program, which allows eligible employees to work from home up to three days per week. The Kamloops office was re-located to a new bright, modern building within the city, with improved workspaces and tools for employees. New modules were added to the cloud-based human capital management system that was introduced in 2020, including recruitment, onboarding and training.

Training and Development

LTSA continued to deliver training 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, change management certification and training, and performance management for people managers. All employees underwent annual cybersecurity training throughout the year and technology training as new tools were introduced. LTSA also continued to support individual requests for external training and development in support of organizational and team objectives. A monthly Lunch and Learn program offers all employees topics to improve their business knowledge, life skills and personal wellbeing.

Diversity, Equity and Inclusion

At LTSA, women make up close to 50% of the workforce and management team in recognition that gender balance and diversity strengthens the organization. LTSA is focused on building a workplace rich in diverse views, skills and backgrounds. To support achievement of this, the organization has developed a vision statement for Diversity, Equity and Inclusion (DE&I) for LTSA:

Diversity Makes Us Stronger

We are committed to fostering a safe, respectful and inclusive workplace where all employees can share their diverse views, skills and backgrounds.

Valuing employee diversity strengthens workplace trust and enhances our ability to innovate in service of our customers and partners.

Aligned with LTSA core values, the DE&I vision statement helps shape the identity of the organization and sends a clear message to current and future employees about LTSA's culture.

> DID YOU KNOW

LTSA was recognized as one of BC's Top Employers for the fourth year in a row (2022, 2021, 2020, 2019).



Financial Snapshot

AS A SELF-FUNDED ORGANIZATION, LTSA OPERATIONS AND CAPITAL INVESTMENTS ARE FUNDED THROUGH REGULATED FEE REVENUE FROM LAND TITLE AND SURVEY SERVICES AND myLTSA SERVICES PROVIDED TO CUSTOMERS. FEES FOR SERVICES THAT ARE DELIVERED UNDER STATUTE ARE ESTABLISHED IN COMPLIANCE WITH REQUIREMENTS SET OUT IN THE [OPERATING AGREEMENT](#) AND LAND OWNER TRANSPARENCY ACT AGREEMENT (LOTA AGREEMENT) WITH THE PROVINCE.

[View the complete 2021/2022 Financial Report](#)

KEY ACHIEVEMENTS INCLUDE:

↑ **26%**

Revenue

Increase over 2021, our highest annual revenue ever, driven by 18% higher land title transaction volumes and revenue from new products and services.

↑ **105%**

Revenue From New Products and Services

Increase over 2021, revenues from new products and services of \$6.4 million now account for over 10% of total revenues.

↑ **27%**

Cash Flow From Operations

Increase over 2021, cash flow from operations of \$22.9 million, allowing us to reinvest \$5.8 million in capital projects in the year.

\$100 MIL

Investments

LTSA has invested \$100 million in capital projects to improve operation of the land title and survey systems which represented a 95% capital investment ratio based on \$105 million earned operating income since 2005.

> DID YOU KNOW

*In 2021/22, LTSA processed **7.0M** transactions.*





Contact Information

LAND TITLE AND SURVEY AUTHORITY OF BRITISH COLUMBIA CORPORATE OFFICE

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

General Inquiries

1 877 577-5872 (LTSA) or 604 630-9630
www.ltsa.ca

Follow Us on Twitter, LinkedIn, Facebook and Instagram

-  twitter.com/ltsabc
-  linkedin.com/company/land-title-and-surveyauthority-of-british-columbia
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-  instagram.com/ltsaofbc

