

Annual Report

2022/2023



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Our Mandate

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

- ▶ Provincial and Federal governments
- ▶ Local government and First Nations
- ▶ Utilities and public agencies
- ▶ Educators and researchers
- ▶ Legal professionals (lawyers and notaries), land surveyors, real estate professionals, financial institutions, registry agents, value-added resellers
- ▶ Individual and large 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 key operating agreement with the Province that enable LTSA to execute on its mandate and 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 real 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 2022/2023, LTSA delivered \$13.8M of fee exempt services to the Province and taxing authorities and transferred a portion of fees collected (\$37.7M) 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 processed just under six million online transactions in 2022/2023 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 2022/2023, 79% of customers rate their experience with LTSA 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, such as AutoProp which helps realtors ensure due diligence on properties. LTSA has also developed and operates products to increase transparency in the real property market, including building the Condo and Strata Assignment Integrity Register (CSAIR) in 2019 and the Land Owner Transparency Registry (LOTR) in 2020.

In 2022/2023, 97.8% 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 2022/2023 fiscal year.

In a year of shifting market dynamics and fluctuating transaction volumes, LTSA successfully exceeded its targets including automation and processing time which helps ensure customers' transactions are processed easily and efficiently.

LTSA's ongoing investment in core systems is creating the foundation for a real property platform that enhances transparency and efficiency in the marketplace. LTSA is modernizing the technology for the land title and survey systems with modular components and cloud-based infrastructure. The multi-year work was initiated this year and will support improvements to online services and enable new product features and capabilities.

LTSA's pursuit of operational excellence has resulted in a better customer experience. LTSA's 2022 Customer Relationship Health Survey results indicated that 79% of respondents rated their experience with LTSA as 'excellent' or 'very good.' By continuing to listen to customers, we ensure our product and service improvements closely align with customer needs.

LTSA engages with the Province on ways to leverage our expertise, and we continue to work with Lands Advisory Board on a First Nations National Land Registry to meet the unique needs of Indigenous communities. The Land Owner Transparency Registry (LOTR) is approaching maturity with outstanding filings completed by the November 30, 2022 deadline for pre-existing owners.

Acting with integrity and respect underpins all of our work and during the reporting period, early reporting on Environmental, Social and Governance (ESG) themes was initiated to more clearly demonstrate activities associated with these principles. As part of the ESG framework, we have developed a comprehensive Diversity, Equity and Inclusion (DE&I) plan and Indigenous Reconciliation Action Plan, with priority actions that connect key themes with our organizational purpose.

Building a culture of respect, innovation and customer-centricity is only possible with the commitment and involvement of our dedicated employees. In 2022

LTSA was once again named as one of the Top 100 Employers in BC and we thank our employees for helping make LTSA a great place to work.

Our focus will remain on reinvesting and strengthening core systems as we work to deliver trusted expertise and land-related solutions to support the economy in the public interest.



Eugen Klein
CHAIR OF THE BOARD



Al-Karim Kara
PRESIDENT AND 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 2022/2023 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.

A listing of the outcomes of from each of these meetings is set out in the **2022/2023 Environmental Social and Governance Report**.

Eugen Klein (Board Chair) reached the maximum allowable terms served as a Director on March 31, 2023 and the Board expresses its gratitude for his contributions over his nine year tenure as an LTSA Board Director. The Board appointed Robert Simmons to serve as new Board Chair for the coming 2023/24 year.

LTSA Board Members as at March 31, 2023



Eugen Klein
CHAIR OF THE BOARD
 Nominating Entity –
 British Columbia Real
 Estate Association



Shawna Farmer
 Nominating Entity –
 Society of Notaries
 Public of British
 Columbia



Scott Smythe
 Nominating Entity –
 Law Society of British
 Columbia



Robert Simmons
VICE-CHAIR
 Nominating Entity –
 Province of British
 Columbia



BJ Houghton
 Nominating Entity –
 Association of British
 Columbia Land
 Surveyors



Richard Walton
 Nominating
 Entity – Union of
 British Columbia
 Municipalities



Sarf Ahmed
 Nominating Entity –
 Province of British
 Columbia



Patrick Julian
 Nominating Entity –
 Law Society of British
 Columbia



Angela Wesley
 Nominating Entity –
 First Nations Summit



Bronwyn Denton
 Nominating Entity –
 Association of British
 Columbia Land
 Surveyors



Anar Popatia
 Nominating Entity –
 British Columbia
 Association of
 Professional Registry
 Agents



Leadership Cont'd

LTSA Executive Team as at March 31, 2023



Al-Karim Kara

President and
Chief Executive Officer



Rob Cutler

Vice President and
Chief Product Officer



Matt Dockerty

Vice President and
Chief Information Officer



Sam Mitchell

Vice President,
Human Resources



Greg Pedersen

Vice President and
Chief Financial Officer



Camille Reid

Vice President,
Operations



Gregory Steves

Vice President, Policy
and Legal Services



Business Initiatives and Achievements

Strategic Objectives

The LTSA established four strategic objectives in the 2022/2023 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 the 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 0.8 million land title applications, with 61.1% of the applications being processed automatically, compared to 57.7% in the prior year.

LTSA continued to focus on increasing automation and increasing customer success with applications to reduce defects. In April 2021, LTSA launched an internal project referred to as "Project Echo" with planned activities to retire legacy PDF forms, increase electronic web-based filings, refine automation processes and increase the number and types of forms that can be electronically processed. During this reporting period, 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 introducing electronic filing submissions from property owners and the public. 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.

Customer Engagement and Experience

Customer feedback is critical for helping LTSA to maintain accountability, to

learn how LTSA can improve and to inform business priorities. In addition to workshops and post-transaction feedback, the organization uses comprehensive results from the Customer Relationship Health Survey to identify ongoing enhancements to our customers' experience. Other usability

2022/2023 PERFORMANCE MEASURES		2022/2023 PERFORMANCE RESULTS
95% of land title registration transactions processed online		97.8%
Adoption of ParcelMap BC (cumulative)		115 organizations (as at Mar 31, 2023)
Transaction Performance – 95% of transactions completed within:		
Land Title Registration	6 business days	3.9 days
Crown Land Survey Plan approval	21 business days	4.4 days
Crown Grants issuance	21 days	3.8 days
External IT Service Availability maintained at 99% of scheduled access time		Achieved 99.1% of scheduled access time

Improve Operational Excellence Cont'd

improvements, such as navigation and functionality changes continue to be added to myLTSA and LTSA.ca to help customers find information more easily.

Process Improvement to Achieve Operational Excellence (Project Echo)

LTSA's focus over the past two years to increase automation and reduce defects gained traction in 22/23, with improvements measured in all areas. Completed work includes new online services for public applications and system enhancements to make the submission process easier and more efficient. In addition, LTSA also offered education webinars and other help resources to support customers through the application process and to help them understand common filing errors.

Quality Assurance Program

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.

Digitize Historic Records to Expand Access and Preserve Artifact Integrity

The LTSA recognizes the value of the historic records in its care and is committed to records preservation and to enabling broader access benefiting British Columbians. The LTSA's conservation program ensures that highly used, decades-old historic records receive appropriate treatment to protect their integrity. LTSA also has a robust digitization program, where analogue records are converted to digital format to support preservation and increased access. This year, along with ongoing preservation and digitization work, the inventory control database was updated, setting the stage for enhanced searchability.



DID YOU KNOW?

LTSA hosts an educational webinar series to provide customers with helpful tips on how to submit land title applications and other practice information.



DID YOU KNOW?

Online services have been expanded for applications from the public, including Change of Address on Title, Change of Name on Title and Claim of Builders Lien.





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 of information about beneficial ownership of land in British Columbia. Beneficial land owners are people who own or control land indirectly, such as through a corporation, partnership or trust. LOTR launched on November 30, 2020, and opened to public search on April 30, 2021. The registry fulfills the Government of British Columbia's commitment in *Homes for B.C.: A 30-Point Plan for Housing Affordability in British Columbia* to end hidden ownership of land by establishing a registry. Since its launch, LOTR has received over 430,000 transparency declarations and over 120,000 transparency reports, which are accessible and actively being used for search by ministry officials, regulators, taxing authorities, and law enforcement agencies as well as the general public.

With the majority of outstanding filings now received as of November 30, 2022, new LOTR filings will continue to be submitted by property owners registering a change to interests in land.

First Nations National Land Registry

LTSA has been collaborating with the First Nations Lands Advisory Board and Resource Centre (LAB) to explore 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, LTSA and LAB completed further work to define and outline a preliminary solution and submitted a proposal for funding to the Federal Government.

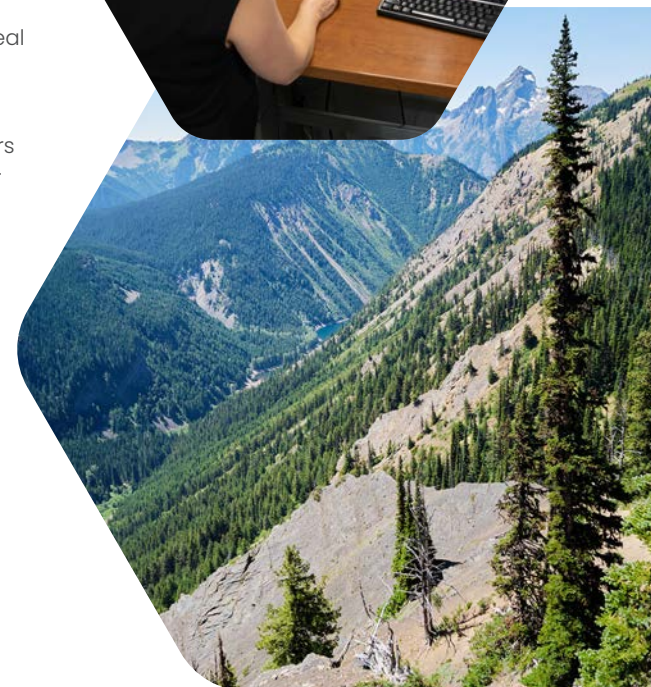
These plans support LTSA's commitment toward adoption of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

Land and Property Data Services

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

LTSA currently provides a variety of data services for government partners (including municipal, provincial, other agencies) such as:

- Aggregated land title updates
- Customized data queries
- Automated decision-making





Grow the Business in the Public Interest Cont'd

AUTOPROP Technology

All real estate boards in British Columbia offer AUTOPROP as a service for their members, providing real estate professionals with a map-based service that helps them retrieve, export, and visualize real estate data in British Columbia. The widespread adoption of AUTOPROP improves information transparency and data access and enables real estate professionals to provide proper due diligence to their clients. Consumers benefit from having comprehensive property information, helping them make informed real estate decisions. This year, AUTOPROP continued to improve functionality and add new information layers that provide additional value for customers.

ParcelMap BC

Since its inception in 2017, ParcelMap BC has been adopted by 115 organizations, including municipal governments, utilities and provincial agencies, and is now considered to be the province's 'common canvas' for geospatial data. LTSA continues to make ongoing updates to the cadastral fabric within two days of receiving changes, ensuring ParcelMap BC remains current. This year, LTSA initiated work to transition the foundational technology of ParcelMap BC to a more powerful system, enabling future expansion of LTSA's geospatial services.





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:

Application Platform Modernization

Built in 2010, ASTRA (Automated Survey and Title Registration Application) provides the backbone for many of LTSA's transactions. During the year LTSA focused on building public filing functions for Change of Address and Claim of Builders Liens forms as well as building shared service capabilities, which gives LTSA a centralized, standardized portfolio of re-useable components, reducing duplication and development and product release time for future releases and giving development teams more time to focus on customer-specific capabilities.

Survey Plan Services Modernization

With ongoing input from land surveyors, the Survey Plan Services Modernization (SPSM) project was initiated in 2021 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. During the year, LTSA began development work on *SurveyHub*, a portal and virtual workspace for land surveyors, including usability sessions and workshops with future users. SPSM development work will continue in the 2023/2024 fiscal year.

Cyber Security Program

LTSA has a robust cyber security program in place, recognizing 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 2022/2023, LTSA completed security testing for all applications releases to production. LTSA maintained incident detection and response capabilities, performed a number of incident scenario analysis and tabletop exercises and reviewed and improved internal systems' security compliance.



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 earthquake event.





BUSINESS INITIATIVES AND ACHIEVEMENTS

Continually Invest in People and Capabilities

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

Key achievements for this objective include:

Engagement

LTSA conducted pulse check on engagement in June 2022 and achieved a score of 63%. Throughout the year, LTSA continued to evolve existing action plans to improve the employee experience. LTSA is planning to conduct a full employee engagement survey in 2023 and a pulse check on engagement in 2024.

Develop Leadership Capability

LTSA piloted a new Leadership Development program for both new and seasoned people leaders throughout the organization. The program provides a foundational understanding of leadership and participants learn how to effectively develop teams and team members who feel confident and empowered in their work. The first cohort is set to complete the six month program in late June 2023.

Training and Development

LTSA prioritizes investments in employee development and training. This year, activities included a blended learning program for Examiner Trainees, which also incorporates mentoring. In addition, LTSA provided Insights Discovery workshops, change management certification and training, mental health training, and performance management for people managers. All employees underwent annual cybersecurity training throughout the year, and a monthly Lunch and Learn program offered sessions to improve business

knowledge, life skills and personal well-being. LTSA also continued to support individual requests for external training and development in support of organizational and team objectives.

Diversity, Equity and Inclusion

LTSA provided all employees Diversity, Equity and Inclusion training as part of ongoing efforts to build a workplace rich in diverse views, skills and backgrounds. The training also focused on the new vision statement for Diversity, Equity and Inclusion (or DE&I) for LTSA:

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

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.

Award Winning Culture

LTSA has once again been recognized as one of BC's Top Employers by the editors

of Canada's Top 100 Employers. This is the fifth year in a row for LTSA on the list (2019-2023). BC's Top Employers is a special designation that recognizes those employers in BC that lead their industries in offering exceptional places to work. Employers are compared to other organizations in their field to determine which offers the most progressive and forward-thinking programs to attract and retain talented employees.



Environmental, Social and Governance

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

As LTSA builds its ESG strategy and reporting framework, some key areas for early reporting for this period have been identified and are summarized below and further described in the Environmental, Social and Governance Report.

[View the complete 2022/2023 ESG Report.](#)

Environmental

Conservation of the
Natural World

- Climate Change and Carbon Emissions
- Sustainability Practices in Leased Facilities
- ESG Principles in Investment Policy
- Hybrid Work Schedules
- Investing in Innovation

Social

Consideration of People
and Relationships

- Products and Services
- Stakeholder Collaboration and Outreach
- Diversity, Equity and Inclusion
- Employee Engagement
- Taking Care of our People
- Indigenous Reconciliation
- Historic Records

Governance

Standards for Running
a Company

- Public Reporting and Accountability
- Board Governance
- Code of Business Conduct and Ethics Policy
- Conflict of Interest Provisions, Procedures and Processes
- Public Complaints and Ombudsperson Act
- Data Policy, Privacy and Management

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 other land-related registries including the Land Owner Transparency Registry (LOTR), the Condo and Strata Assignment Integrity Register (CSAIR) 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 2022/2023 Financial Report](#)

Key achievements for this objective include:

\$53.7M

Revenue \$53.7 million – A 10% decrease from 2022 as a result of 17% lower land title transaction volumes offset by increased revenue from new products and services. Land title volumes have now returned to levels just prior to the beginning of the COVID-19 pandemic as a result of increased interest rates and lower economic activity which has negatively affected real estate transactions.

\$9.6M

Revenue from new products and services \$9.6 million – A 51% increase over 2022 as a result of one-time higher LOTR filing revenue. Revenue from new products and services accounted for 18% of total revenues.

\$7.7M

Cash flow from operations \$7.7 million – A 64% decrease from 2022 as a result of lower revenues and increased expenses. Despite lower year over year cash flows, LTSA was able to reinvest \$4.7 million in capital projects in the year, as well as invest \$3.0 million in the R-LABS limited Partnership, a venture builder partnership focused exclusively on the real estate and housing industry.

\$106.6M

Investments – \$106.6 million – LTSA has invested \$106.6 million in capital projects to improve operation of the land title and survey systems which represents a 100% capital investment ratio based on \$106.3 million earned operating income since 2005.



DID YOU KNOW?

In 2022/2023, LTSA processed **5.9M** transactions.



Contact Information



Land Title and Survey Authority of British Columbia Corporate Office

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Victoria, British Columbia
Canada V8W 9J3

General Inquiries

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