



Environmental, Social, & Governance Report

2022/2023



2022/23 Environmental, Social and Governance Report for Annual Report

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 as Appendix 1 of the Annual Report.

Environmental

Conservation of the Natural World

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

Social

Consideration of People and Relationships

- Our Products and Services (serving the public interest)
- Stakeholder Collaboration and Outreach
- Diversity, Equity and Inclusion
- Employee Engagement: Listening to our People
- Taking Care of our People
- Indigenous Reconciliation
- Historic Records

Governance

Standards for Running a Company

- Public Reporting and Accountability Provisions
- 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

Environment

Climate Change and Carbon Emissions (baseline CO₂ emissions)

LTSA has calculated its scope 1 and 2 greenhouse gas emissions for the 2021/22 fiscal year which will serve as a baseline, and is in the process of calculating emissions for the 2022/23 fiscal year. Once a reliable set of emissions data has been collected, LTSA will research how to reduce emissions including looking at reducing travel emissions, office emissions and paper usage.

Sustainability practices in our leased facilities

LTSA has always worked at lowering emissions at its leased office facilities. Currently 2 of the 4 LTSA leased offices are LEED Gold facilities, and LTSA has automatic lighting sensors as well as waste diversion at all facilities. LTSA has storage, shower and change room facilities in all offices for employees who choose to commute by bicycle at its Victoria and Vancouver offices.

ESG Principles added to Investment Policy

LTSA believes companies with strong ESG profiles are typically better managed for the long term and are often positioned to outperform their peers from a long-term profitability perspective. As such, the manager of the LTSA's investment assets has incorporated a broad set of general ESG factors into their investment analysis process. The manager of the LTSA's investment assets is a signatory of the United Nations Principles for Responsible Investment (UNPRI), which calls for socially responsible investment based on its six principles.

Hybrid work schedules

LTSA offers a hybrid workplace program which allows eligible employees to work from home up to three days a week. This helps reduce transportation emissions and the carbon footprint of LTSA and its employees. Smaller office requirements resulting from hybrid schedules has allowed LTSA to reduce volume of space per employee and explore space-sharing opportunities with other organizations, helping contribute to reduced energy usage. The LTSA Board of Directors conducted all required Board and Board Committee

meetings via virtual means during the COVID19 pandemic. Currently, optional virtual attendance for Board Committee meetings is provided for as desired by individual Directors.

Investing in Innovation

LTSA introduced electronic filing of records in 2004 and introduced web-based land title forms in 2019. In addition to electronic land title submissions, LTSA's electronic survey plan submissions and online search functions also reduce paper and emissions associated with mail and transportation. LTSA continuously works with stakeholders to reduce paper filing and storage, mailing costs and emissions, and travel to and from LTSA offices for filing and processing of transactions. In 2022/23, 97.8% of transactions received by LTSA were filed electronically.

LTSA's focus on increased automation and reduced defects has also led to reductions in paper waste. Electronic filing of Crown Debts and Liens introduced in 2022/23 eliminated approximately 12,000 annual paper filings from the Ministry of Finance. During the reporting period, LTSA introduced online services for some applications to the public, is working on expanding these services along with

introducing automated processing of these applications, which will further reduce paper consumption.

LTSA currently has a cloud-first approach for infrastructure where possible. This reduces equipment waste and allows LTSA to use economies of scale and lower emissions from using a large cloud infrastructure provider. LTSA's cloud computing provider is on track to be 100% powered by renewable energy by 2025, and has a target of becoming net-zero by 2040.





Social

Products and Services in the Public Interest

As the trusted and definitive source of land and property information in BC, the LTSA works in the public interest to offer products and services that increase transparency, security and accessibility of land title and survey systems and land-related information. These systems and the information they contain are an essential underpinning to BC's private property market, the civil justice system and 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 and contemplates disaster recovery requirements, such as providing advice on surveys and boundary matters related to climate emergencies or natural disasters. There are a range of products and services offered or administered by LTSA which operate in the public interest and provide British Columbians with access and transparency to land-related information including the Land Owner Transparency Registry, Condo and Strata Assignment Integrity Registry, and consolidated real estate data through Autoprop, the latter of which is used extensively by real estate professionals to fulfill due diligence.

Stakeholder Collaboration and Outreach

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.

LTSA Stakeholder Advisory Committee

Mandate – 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 SAC is chaired by LTSA's CEO and includes a senior representative from the Province with legislative responsibility for the related enactments. The SAC met three times this year and one of those meetings was with the LTSA Board of Directors. The SAC's mandate is to:

- (a) advise the Board and the CEO on LTSA operations. This includes providing advice on effectiveness and improvements to LTSA activities, programs, services, and special projects and on any other matter as requested by the Board or the CEO; and
- (b) communicate the specific needs and concerns of their organizations as they pertain to LTSA activities, programs, services, and special projects and on any other matter as requested by the Board or the CEO.

Member Entities – Members are nominated by the organizations that support the LTSA in the performance of its statutory functions, in consultation with the CEO. Included are entities that make nominations for Board of Director appointments.

Stakeholder Advisory Committee Membership as at March 31, 2023:

STAKEHOLDER ENTITY:

- ▶ Land Title and Survey Authority
- ▶ Association of British Columbia Land Surveyors
- ▶ BC Assessment
- ▶ BC Association of Professional Registry Agents
- ▶ BC Historical Federation
- ▶ BC Notaries Association
- ▶ BC Real Estate Association
- ▶ Canadian Bankers Association
- ▶ Canadian Bar Association, BC Branch
- ▶ Central 1 Credit Union
- ▶ First Nations Summit
- ▶ Law Society of British Columbia
- ▶ Province of British Columbia
- ▶ Society of Notaries Public of British Columbia
- ▶ Union of BC Municipalities

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SAC Engagement

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

In addition to operational and financial matters reported at the LTSA Annual General Meeting (to which all Stakeholder Advisory Committee members are invited to attend) the views of the Stakeholder Advisory Committee members were considered respecting corporate matters including financial highlights and annual fee review, ongoing system availability and the LTSA Board of Directors Annual Renewal Process.

Key business priorities under each of LTSA's strategic pillars that were shared with SAC included:

IMPROVE OPERATIONAL EXCELLENCE	GROW THE BUSINESS IN THE PUBLIC INTEREST	REINVEST AND STRENGTHEN CORE SYSTEMS	CONTINUALLY INVEST IN PEOPLE AND CAPABILITIES
<ul style="list-style-type: none"> Operational Reporting: Application Processing Times Transaction Volumes and Trends Customer Engagement / Outreach Process Improvements (Proj. Echo) Historic Records Quality Assurance Program Land Title Fraud e-Signature Policy (LT) Survey Advice and support for agreements with First Nations Discriminating Covenants (LT) 	<ul style="list-style-type: none"> Land Owner Transparency Registry First Nations National Land Registry Land and Property Data Services ParcelMap BC Adoption Status Payment Platform/IDV 	<ul style="list-style-type: none"> Application Platform Modernization Survey Plan Services Modernization Cyber Security program Post-Quake Boundary Restoration Project (SG) BC/Alberta Boundary Commission Official Horizontal and Vertical Datums for Surveys in BC 	<ul style="list-style-type: none"> Diversity, Equity and Inclusion Indigenous Reconciliation Action Plan



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Other Advisory Committees

LTSA establishes other Advisory Committees as need arises to ensure its operations are informed by stakeholders who use the systems. Advisory Committees operating during the reporting period included:

- **Legal Professionals Advisory Council** – provides input to the Director of Land Titles in responding to policy and practice issues arising out of proposed operational changes and the evolving needs of the LTSA's customers, by providing the Director with feedback on the interests and concerns of the legal community.
- **Land Surveyor Advisory Task Force** – provides a venue for the LTSA to receive advice from BC land surveyors regarding aspects of the LTSA's major projects.
- **Historic Records Advisory Committee** – provides advice to the LTSA relating to the prioritization of the preservation and digitization of microfilm and historical paper records with a focus on records of most relevance for First Nations. The Historic Records Advisory Committee includes members from First Nations organizations.

- **ParcelMap BC Adoption Working Group** – provides advice and advocacy to grow adoption of ParcelMap BC as the cadastral fabric.
- **Public Sector Advisory Committee** – provides two-way communication between provincial government ministries and the LTSA on the purpose and activities of the LTSA.

Customer Outreach and Engagement

LTSA conducts a range of activities to strengthen our relationships with stakeholder, customers and other group impacted by our activities, both providing them with information and updates about LTSA activities as well as seeking their feedback to help us incorporate their needs into our products and services. Outreach and engagement activities include regular newsletters, online and social media content, a webinar program, workshop sessions and attendance at industry events to connect with customers. Our customer support teams provide an ongoing feedback channel for customers and members of the public, and an account management strategy supports ongoing relationship development with all customer segments.

Customer Relationship Health Survey

The annual Customer Relationship Health Survey is one of several tools the LTSA uses to gauge customer outreach and engagement. The survey, administered by an independent consultancy, is completed by customers who have recently interacted with LTSA and is the source of the Customer Experience measure which provides a benchmark rating for customer-facing activity. For 2022/23, the Customer Experience measure was 79%, indicating the percentage of respondents who indicated their overall experience with LTSA was either very good or excellent.



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Diversity, Equity and Inclusion

At LTSA, we recognize that diversity makes us stronger. That's why we're focused on building a workplace rich in diverse views, skills and backgrounds. This reporting period, employees across our four offices underwent Diversity, Equity & Inclusion (DEI) training. This training was in support of the LTSA DEI vision statement: *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.*

We continue to implement and update our pay equity plan to eliminate any gender-based discrimination in our compensation practices.

In addition, we recognize many national and international cultural events through our regular employee newsletters, intranet content and in-office activities.

Employee Engagement: Listening to our People

LTSA recognizes the importance of employee feedback on our workplace, conducts full employee engagement surveys every two years and conducts "pulse check" surveys on engagement in the 'in-between' years. In June 2022, LTSA conducted a 'pulse-check' on engagement with a participation rate of more than 90%. Throughout this reporting period, 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' survey on engagement in 2024.

Taking Care of our People:

Employee Benefits

We offer a comprehensive benefits program, which includes features such as: extended maternity and parental leave, contraception coverage, family coverage, counselling benefits and more. This reporting period, we worked with the service provider for our Group RRSP program to ensure that our employees' portfolio is invested in organizations that support ESG.

Safety, Health and Well-Being

- Each of our four locations have an Occupational Health & Safety (OHS) committee. The committees meet regularly to undergo training and drills to ensure the safety of our employees. This year, select members of the OHS committees participated in Mental Health First Aid Training from the Mental Health Commission of Canada.
- We have an Incident Management team which is responsible for our Communicable Disease Prevention Plan. This team meets regularly and has been in place since the onset of the COVID-19 pandemic in early 2020.
- We offer our employees with monthly lunch and learn sessions featuring trained facilitators and covering topics such as Resiliency for Working Parents, Taking Care of an Aging Loved One, Managing Seasonal Stress and Avoiding Virtual Fatigue.

Talent Recruitment, Development, Retention

- We have employees based in four offices in the BC (Vancouver, New Westminster, Victoria and Kamloops) and are committed to providing equal opportunities for all.
- Our human resources policies strive for the highest standards covering recruitment, hiring, promotions, job assignments and other aspects of employment.
- Developing strong leaders who can move the organization forward is a priority for LTSA. This reporting period we launched a new leadership development program centred on practices to serve our leaders, their teams, and LTSA's success.
- We are continually seeking to bring diverse talent into the organization; we have a spirit of transparency and inclusion throughout recruitment process.



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Indigenous Reconciliation

LTSA completed the development of an Indigenous Reconciliation Action Plan (IRAP) 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 aim of the plan is to establish a meaningful framework for how LTSA can conduct its business in the spirit of UNDRIP and the TRC Calls to Action.

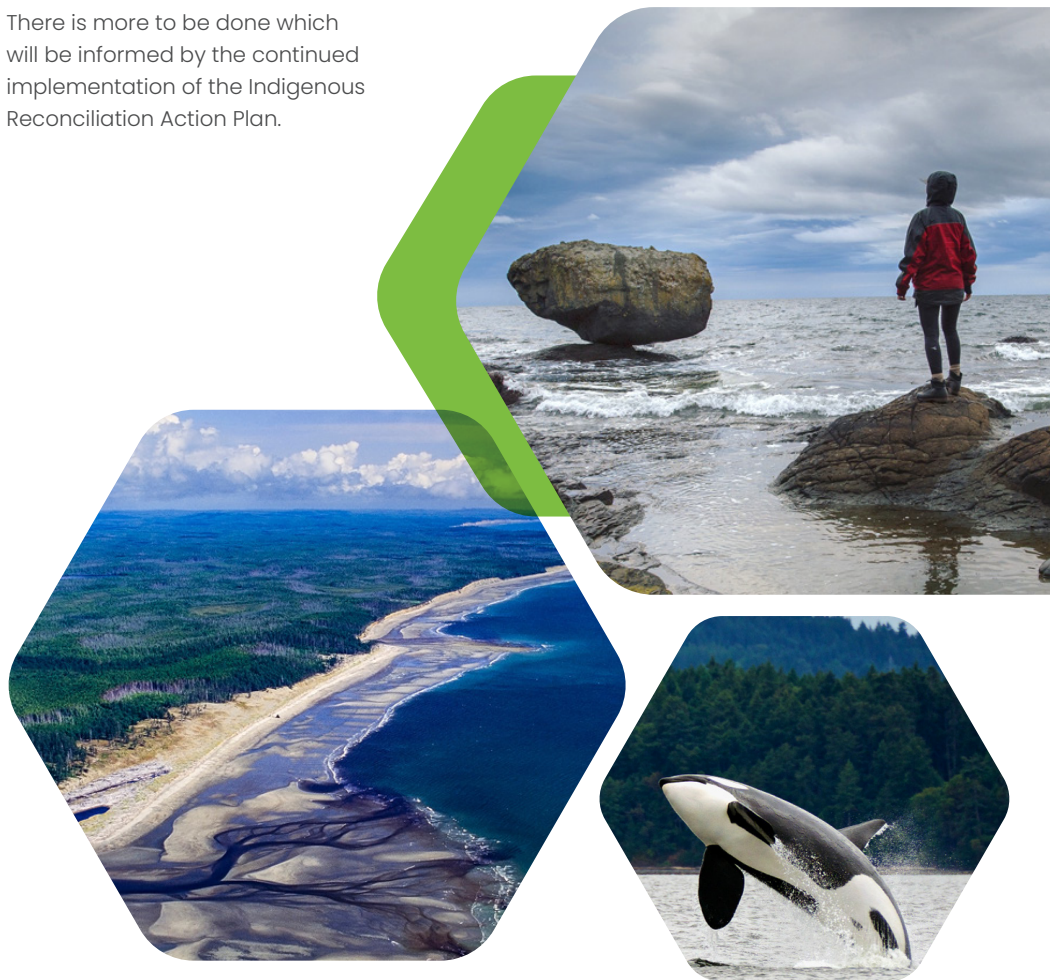
In this reporting period, LTSA took action as summarized below:

- **Truth and Reconciliation Day** – LTSA honoured the second Truth and Reconciliation Day by recognizing the day as a statutory holiday and closing all LTSA offices on September 30, 2022.
- **First Nations National Land Registry** – LTSA continued to build 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 11 of the Annual Report for more information).

- **Historic Records Advisory Committee** – Recognizing the value of the records for First Nations, LTSA continued collaboration with its Historic Records Advisory Committee (established in 2019) which provides 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.

- **Recognition of Indigenous characters in BC's Land Registry** – LTSA has continued foundational work to identify how it might expand the current suite of allowable text characters within its own systems to address this important function while still maintaining strong data integration with a broad environment of other systems and organizations that rely on LTSA's information.
- **Treaty Lands Surveys** – Treaty lands are surveyed with advice and instructions provided by the Surveyor General and Deputy Surveyors General.

There is more to be done which will be informed by the continued implementation of the Indigenous Reconciliation Action Plan.





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Historic Records

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. Since 2005, LTSA has continued to invest in the resources required to manage, preserve, digitize, and make historic records available.

CONSERVATION	DIGITIZATION
LTSA's conservation program ensures that highly used, decades-old historic records receive appropriate treatments that range from cleaning and mending to encapsulation.	LTSA has a robust digitization program, where analog records are converted to digital format to support preservation and increased access.
Conserved in 2022/23 – 290 plans and 10 bound volumes Total Conserved by LTSA – 9,172 plans and 1,628 bound volumes	Digitized in 2022/23: <ul style="list-style-type: none">• 940 large-format plans dating to the 1900s and earlier were scanned following conservation• 1,000 large-format plans were scanned through other targeted projects including:<ul style="list-style-type: none">• 363 plans created by Indian Reserve Commission from the 1860s through 1900s• 70 provincial field books also of Indigenous interest• 11,500 microfilm reels were digitized bringing total completed to 23,000 of 48,000 reels

The conservation and digitization programs are supported by a digital environment that includes an inventory control system and an image management system. These digital systems are used to physically manage analogue records and ensure that digitized images can be easily accessed by staff and quickly transmitted to users and customers upon request. This year, the inventory control database was updated to enhance date fields and automate workflows, setting the stage for an upcoming data normalization project that is needed to enhance searchability and support wider access.



Governance

Public Reporting and Accountability Provisions

The LTSA is subject to a variety of **public reporting and accountability provisions** which include, among other things, reporting on any changes to the Operating Agreement, LTSA Bylaws and Regulated Fees in the Annual Report.

Collaboration with the Provincial Government

LTSA establishes and supports a regular meeting schedule with the Minister of Forests and provincial government employees to support ongoing collaboration between the Province and LTSA as required in the Operating Agreement. Additionally and as required, LTSA participates in legislation planning meetings. The LTSA makes itself available, as required, to support ongoing collaboration on key issues pertaining to the operation and delivery of land title and survey systems and review progress on key strategic and operational matters.

Land Title and Survey Authority Act (LTSA Act)

The LTSA Act established the LTSA in 2005 as a publicly accountable, statutory corporation without share capital which consists of a Board of Directors appointed under the Act. The legislation sets out the

purposes of the Land Title and Survey Authority including that it may carry on necessary or advisable activities related to the land title or survey systems both inside and outside of British Columbia. Additionally, statutory provisions are included relating to the governance of the LTSA including the requirement for Bylaws; board nomination and appointment procedures; powers and duties of Directors and Officers; general provisions such as remuneration and reimbursement of Directors; specific records requirements; requirement to hold a public Annual General Meeting; conflict of interest provisions; and financial administration requirements.

Operating Agreement*

The LTSA Act and a 60-year Operating Agreement with the Province define the operational mandate and responsibilities of LTSA. The LTSA Act requires that LTSA report annually on any changes to the Operating Agreement. During this reporting period, there were no changes to the Operating Agreement between the Province of British Columbia and the Land Title and Survey Authority of BC. Additionally, the Terms of the Operating Agreement require that:

- 5 Year Reviews – the LTSA and the Province will jointly appoint

an independent management consultant to conduct a performance review in relation to the performance of the parties under the Operating Agreement in respect of each five year period; and

- 10 Year Reviews – the LTSA and the Province will meet and review the LTSA's performance obligations for maintaining average processing times for Land Title Act instruments, Crown Grants and Land Act Surveys under and the sufficiency of revenues to the Authority from the Base Fees.

LTSA Bylaws *

The LTSA Act (section 19) requires that the LTSA Board of Directors prepare Bylaws relating to defined matters and further, that any changes to the Bylaws be reported in the Annual Report each year. The Board authorized the following Bylaw amendments to be in effect during the 2022/23 reporting period:

- Part 5 (Directors' Remuneration and Reimbursement) – authorized amendments to reflect a new compensation framework that shifted Board compensation to a flat-rate Annual Director Fee and eliminated the individual Daily

Meeting Fee. Annual Director Fees were set as follows to be in effect April 1, 2022:

- Annual Director Fee – \$40,000 annually
- Annual Director Fee for Committee Chair – \$50,000 annually; and
- Annual Director Fee for Board Chair – \$70,000 annually.
- Part 13 (Service Fees) – authorized amendments to reflect fee increases aligned with regulatory authority to be in effect April 1, 2022 (see "Regulated Fees" below).

Regulated Fees *

Each year, LTSA conducts an annual fee review and is required to provide notice of any changes to the government, stakeholders and the public. For the 2022/23 reporting year, Service Fees were increased to reflect the following which were in effect April 1, 2022:

- a CPI increase of 3% for statutory fees;
- an approximate 4.6% increase overall to LTSA Administrative Fees; and
- an increase to two Land Owner Transparency Act Fees; namely

*This information must be included in the Annual Report as required by the *Land Title and Survey Authority Act*.

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the filing of transparency declaration fee was increased from \$5.00 to \$7.50 and the filing of transparency report fee was increased from \$35.00 to \$50.00.

Notice provisions were executed in compliance with regulatory requirements.

Other Public Reporting Requirements

LTSA is subject to a variety of other public reporting or accountability requirements including:

- **5 and 10 Year Reviews** under the Operating Agreement between the Province of BC and the LTSA (see Operating Agreement above);
- **Annual Report** – must be made public within defined statutory deadlines and must include the following in relation to the most recently completed fiscal year of the LTSA:
 - the audited financial statements of the Authority for that fiscal year,
 - a report on any changes in that fiscal year to the fees established by the Authority under the *Land Act*, the *Land Title Act*, the *Mineral Tenure Act* or any other enactment,

- a list of the directors as of the end of that fiscal year,
- a list of the performance objectives set for the Authority for that fiscal year, in accordance with the Operating Agreement, and a report respecting the achievement in relation to those performance objectives,
- any amendments made to the Bylaws of the Authority or to the Operating Agreement in that fiscal year, and
- the date, type and outcome of any meetings held by the directors and by committees of the directors in that fiscal year.
- **Business Plan** – must be made public a three year Business Plan before the beginning of the fiscal year (April 1 each year)
- **Annual General Meeting** – must be held within defined statutory deadlines; be open to public attendance; and the Directors must present the Annual Report at this meeting.
- **Records** – must keep certain records at head office and some records are open to public inspection during normal business hours;

All public reporting matters were met during the reporting period in compliance with regulatory requirements.

Statutory Decision Makers at the LTSA

The CEO has authority to appoint senior statutory officials which are positions that exercise authority vested in them by the Legislature or delegated by a Minister. These roles:

- have a clear understanding of the statute or regulation that their authority is derived from;
- apply discretion independently; consistent with the purpose of the statutory power being exercised; and
- emphasize procedural and administrative fairness.

There are four statutory decision makers at the LTSA, namely:

- *Director of Land Titles* – responsible for land title program management; quality assurance; land title policy; intelligence scanning; and stakeholder relations;
- *Registrar of Land Titles* – has an administrative role and a quasi-judicial role and is accountable for conducting the business of each

land title office together with the employees of the LTSA that are necessary. The registrar may also perform the duties and exercise the powers of the Director of Land Titles where required during vacancy or absence.

- *Surveyor General of BC* – has statutory authorities under several statutes, primarily the *Land Act*, *Land Survey Act* and the *Land Title Act* and provides advice on Crown grants, survey plans, statutory applications, crown land registry, survey requirements for implementation of First Nation agreements and integrated survey areas and further provides guidance to land surveyors.
- *Administrator LOTR (Land Owner Transparency Registry)* – has responsibility for general administration of the *Land Owner Transparency Act* (LOTA Act) and its regulations and receives general policy direction from the Minister of Finance. The Administrator is accountable for making LOTR information available to the public and to agencies authorized to conduct inspections and searches, and establishing how

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the information may be searched. Additional accountabilities relate to developing and providing public information and education regarding the administration of LOTA as needed, and reporting to the Minister as required on the administration of LOTA and related matters. This role has no compliance or enforcement responsibilities.

Board Governance

Board Composition

The Land Title and Survey Authority Board of Directors consists of individuals appointed by the LTSA Board of Directors from nominees submitted by stakeholder entities that are defined in the *Land Title and Survey Authority Act* (LTSA Act). Additionally, the LTSA Act requires that the Board establish a Skills and Experience Profile in the LTSA Bylaws and further requires that the Directors must select appointees in such a way as to ensure that, as a group, the Directors hold all of the skills and experience identified in the Skills and Experience Profile.

Additionally, the Board took further action in 2019 to establish a **Board Diversity Philosophy Statement** and has committed to assessing the extent

to which the current composition reflects its diversity commitment as part of any Director nomination process.

Board Diversity Philosophy Statement

Our Commitment to Diversity

The Board recognizes that diversity supports our success, and we are committed to creating a culture of inclusion within the organization. We believe that this culture begins at the Board level and that a Board comprised of individuals with a variety of skills, perspectives, backgrounds, and experiences promotes creativity and innovation. Diversity leads to better decision making and better supports the needs of our stakeholders.

Diversity includes, but is not limited to, experience, education, geography, age, gender, ethnicity, and indigenous status. The Board will assess its composition with regard to the extent to which the current membership reflects its commitment to diversity and building an inclusive culture when it initiates the Director nomination process.

Each year, three to four Director terms expire and the Board conducts an annual renewal process aligned with the requirements set out in the LTSA Act to ensure Director appointments are in place for April 1 of the next fiscal year. The results of annual renewal process that were effected during the this reporting period follow:

- Bronwyn Denton appointed for a second three-year term as nominee of the Association of British Columbia Land Surveyors;
- Anar Popatia appointed for a three-year term as nominee of the British Columbia Association of Professional Registry Agents;
- Robert Simmons appointed for a second three-year term as nominee of the government of British Columbia; and
- Richard Walton appointed for a second three-year term as nominee of the Union of British Columbia Municipalities.

Board Governance Manual

The LTSA Board of Directors has developed and approved a Board Governance Manual (Manual) to describe the Board's approach and policies for carrying out its governance

responsibilities and to supplement applicable LTSA Bylaws (Bylaws). Among other things, the Manual provides guidance on the roles, authorities, and division of responsibilities of the Board, Board Chair, Directors, and the President and CEO (CEO); and describes the Board's processes with respect to key stewardship responsibilities.



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The governance policies and roles articulated in the Manual support the Board in its oversight role of ensuring efficient business operations and delivering the land title and survey systems. The Manual is a “living document”. The Board regularly reviews and revises the Manual as necessary to reflect developments in the Board’s practice, while remaining consistent with the *Land Title and Survey Authority Act* (Act), Bylaws, and Land Title and Survey Enactments (Enactments).

Board Compensation

The Board Chair, Committee Chairs and Board Directors are compensated for their time by way of Annual Director Fees. Prior to the fiscal year start, the Board deliberated on the results of a third-party Board compensation review with comparators made up of both:

- public sector peer group focused on public sector board, agencies and commissions in BC or companies working specifically for a government entity; and
- private sector peer group consisting of general market and technology industry companies of comparable size to LTSA.

The Board determined to authorize a new compensation framework that shifted Board compensation to a flat-rate Annual Director Fee and eliminated the individual Daily Meeting Fee. For this reporting period, Annual Directors Fees for Board Directors were as follows:

- Board Chair: \$70,000 per annum;
- Committee Chair: \$50,000 per annum; and
- Board Director: \$40,000 per annum.

For the 2022–2023 fiscal year, there were approximately 25 Board and Committee meeting days.



Summary of Compensation Paid to Directors of the Board:

		2022/2023	2021/2022
Name	Position at March 31, 2023	Total	Total
Ahmed, Sarf	Director, Audit and Finance Committee Director, Governance Committee	40,000	29,588
Denton, Bronwyn	Chair, Governance Committee Director, New Ventures Committee	50,000	29,588
Farmer, Shawna	Chair, Human Resources Committee Director, Governance Committee	50,000	33,567
Houghton, BJ	Director, New Ventures Committee Director, Human Resources Committee	40,000	22,614
Julian, Patrick	Director, Audit and Finance Committee Director, Governance Committee	40,000	28,743
Klein, Eugen	Board Chair	70,000	41,771
Popatia, Anar	Director, Governance Committee Director, Human Resources Committee	40,000	N/A
Simmons, Robert	Vice Chair of the Board Chair, New Ventures Committee Director, Audit and Finance Committee	50,000	36,701
Smythe, Scott	Director, Human Resources Committee Director, New Ventures Committee	40,000	28,743
Walton, Richard	Chair, Audit and Finance Committee Director, New Ventures Committee	50,000	38,391
Wesley, Angela	Director, Audit and Finance Committee Director, Human Resources Committee	40,000	29,588
Friedman, Diane	Board Chair (Term Expired March 31, 2022)	N/A	68,297
Total		510,000	393,720

Executive compensation is reported in the annual financial statements at Appendix 2 of the Annual Report.

Reporting Board Meeting Outcomes*

The LTSA Act, section 26(4)(f) requires that the Annual Report must include the date, type and outcome of any meetings held by the Directors or by Committees of the Directors in that fiscal year. (See Schedule A to this ESG Report for this information).

Governance Cont'd

Code of Business Conduct and Ethics Policy

The LTSA Board of Directors, through the Chief Executive Officer (CEO), sets the standard of conduct for the LTSA and ensures that they are communicated. The Code of Business Conduct and Ethics Policy (the “Code”) describes the standards of conduct that all Personnel are expected to follow in their day-to-day work and describes the responsibilities, roles and procedures respecting disclosures and investigations of matters which arise under the Code. The Code policy applies to the LTSA and to its subsidiaries.

All new employees receive Code training as part of their ‘on-boarding’ through an online training mechanism and must sign an acknowledgement that they have read and understand the Code as a condition of employment. All Directors and Officers are required to annually declare that they have complied with the Code since the date of their appointment. Ongoing reminders relating to the Code requirements are populated into employee newsletters.

Reporting procedures for known or suspected breaches of the Code are set out in Code document which

include avenues to report to the Board of Directors directly through either the Governance Committee Chair or the Audit and Finance Committee Chair (for matters related to questionable accounting or auditing matters). All investigations will be handled promptly, professionally, and in a manner that respects confidentiality and privacy rights of the individuals involved to the extent possible consistent with investigating the matter. The Code document is available on the LTSA website for public transparency ([here](#)).

A designated Conduct and Ethics Advisor has responsibility for monitoring and reporting to the Governance Committee (and the Audit and Finance Committee for those items relating to accounting and auditing matters) of the Board of Directors on compliance with the Code.

Conflict of Interest Provisions, Procedures and Processes

The LTSA Act, Part 4 (Conflict of Interest) and the LTSA’s Code of Business Conduct and Ethics Policy include provisions relating to annual and ongoing disclosure requirements. The LTSA Board has established policies and procedures for disclosure and reporting of conflict of

interest. Personnel must avoid conflicts of interest with the LTSA. A conflict of interest exists whenever an individual’s personal interests directly or indirectly interfere or conflict, or appear to interfere or conflict, with that individual’s obligation to act in the best interests of the LTSA. In addition to committing to comply with the Code as a condition of their appointment or employment with LTSA, Directors and Officers are required to participate in annual and ongoing conflict of interest disclosure processes. Additionally, they are to proactively disclose immediately upon a situation of a perceived, actual or potential conflict of interest arising. The results of the annual disclosure process and any matter arising disclosures reporting to the Board through the Governance Committee.

Public Complaints and Ombudsperson Act

The LTSA Act requires that the LTSA Bylaws set procedures governing the handling and disposition of written complaints made by a person in respect of the LTSA [(section 19(1)(f))] and the LTSA Board has established these procedures in the LTSA Bylaws at Part 15. The procedures provide for designation of a complaints manager

and that a complaint made may be investigated in relation to a decision or recommendation made, an act done or omitted, or a procedure used by the LTSA in its management, administration and operation that aggrieves or may aggrieve a person.

Additionally, the LTSA is subject to the Ombudsperson Act which provides an added layer of public accountability via an independent mechanism/channel.

The Board receives an annual report on any matters arising under both of these complaint provisions.

Data Policy, Privacy and Management

Cybersecurity 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

Governance Cont'd

assessments, and regular security awareness training and testing for employees and contractors. In 2022/23, 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.

Privacy Management Program

LTSA is subject to requirements of the *Freedom of Information and Protection of Privacy Act* (FIPPA) which has oversight by the Office of the Information and Privacy Commissioner (OIPC) of BC. The LTSA is a publicly-accountable statutory corporation created under the *Land Title and Survey Authority Act* of BC. In order to carry out its statutory mandate, LTSA collects, uses and discloses information from individuals, including personal information. In addition to complying with its legal obligations under FIPPA, LTSA has developed a Privacy Management Program (PMP) framework based on guidance from the OIPC on accountable privacy management in BC's public sector.

The PMP framework ensures that privacy considerations are built into LTSA's day-to-day operations, supports compliance with applicable privacy legislation (including the Freedom of Information and Protection of Privacy Act and Personal Information Protection Act) and is a demonstrable accountability tool for meeting privacy best practices. The PMP includes:

- a governance structure and processes that support accountability for privacy management requirements;
- specific policies and required procedures to ensure lawful management of personal information in LTSA's custody or control;
- a process for management of privacy breaches and complaints;
- a process for determining when to conduct privacy impact assessments;
- development of agreements that reflects LTSA's privacy management obligations;
- ongoing employee privacy awareness and education;

- management of a personal information inventory and personal information banks;
- compliance, auditing and risk assessment processes; and
- periodic auditing, assessment and necessary revisions to the PMP.

Data and Information Technology Policy Framework

The LTSA has established a comprehensive policy framework which sets out the LTSA's corporate approach to information security management aligned with industry standards. The Information Security Policy (ISP) defines the framework under which the LTSA and its subsidiaries must operate in order to ensure that information security practices are reasonable, appropriate and efficient. This aims to ensure reasonable protection of personal and confidential information in a manner that is compliant with applicable legislated privacy and data protection requirements.

LTSA's Vice President and Chief Information Officer has overall accountability for information security and provides regular reports to the Chief Executive Officer and LTSA Board of

Directors on the current state of security and the external cyber threat landscape. The CIO additionally provides policy and operational guidance to ensure ongoing security and integrity of LTSA information in electronic form.



Schedule A

Summary of Board and Committee Meetings and Outcomes¹

As required by Section 26(4)(f) of the *Land Title and Survey Authority Act*, outcomes resulting from Board and Board Committee meeting deliberations during the 2022/23 fiscal year are outlined in the table below [Audit and Finance (AF), Governance (GOV), Human Resources (HR), New Ventures (NV) and Board (BD)].

DATE AND TYPE	OUTCOMES	
May 25, 2022 [HR]	Reviewed: <ul style="list-style-type: none"> 2021/22 CEO Performance Evaluation (Preliminary Results Report) [HR] 2022/23 CEO Performance Planning (Draft) [HR] 	
Quarterly Meetings June 2, 2022 [NV, AF] June 3, 2022 [GV, HR] June 16-17 2022 [BD]	Reviewed: <ul style="list-style-type: none"> Strategic Oversight Framework Update [NV/BD] New Ventures Opportunities – First Nations National Land Registry [NV] New Ventures Opportunities – Other [NV/BD] Quarterly Operations Reporting and Customer Transactions [NV] Customer Relationship Health Survey Results Report [NV] Customer and Product Strategy – Update [NV/BD] External Audit Report for 2021/22 [AF] Policy and Legal Report – Quarterly Report [GV] Policy and Legal Report – Annual Public Complaints Report [GV] Indigenous Reconciliation Plan [GV/BD] 2022/23 Board Renewal Process Requirements [GV] Skills and Experience Profile (annual confirmation) [GV] Annual Board Composition Assessment (approach) [GV] Board Evaluation 2022 (approach) [GV] Board Compensation – Annual Review (approach) [GV/BD] Annual Conflict of Interest Disclosure Process Report [GV] Growth Governance [GV] Quarterly Human Resources Report [HR] Diversity, Equity and Inclusion Update [HR/BD] CEO's Report on Senior Mgmt Accountabilities and Resp. [HR] Board Education: Innovation Lab – Duty to Innovate CEO Quarterly Board Report [BD] 2022 Strategic Planning (approach) [BD] Quarterly Enterprise Risk Reporting (incl. Annual Cyber Security Report; Quarterly Cyberbrief) [BD] Annual Board/SAC Meeting and LTSA Annual General Meeting (approach) [BD] Board Development Quarterly Report [BD] 	Approved: <ul style="list-style-type: none"> New Ventures Opportunities–R-Labs Venture Investment [NV/BD] 2022/23 Annual Capital Plan Increase [AF/BD] 2021/22 Audited Consolidated Financial Statements and Management Discussion and Analysis [AF/BD] 2021/22 LTSA Annual Report [AF/BD] 2022/23 Board Meeting Schedule Changes [GV/BD] 2021/22 CEO Performance Report accepted [HR/BD] 2022/23 CEO Performance Plan (Targets and Measures) [HR/BD] CEO Compensation Decisions [HR/BD] LTSA Strategic Plan 2022/23 to 2024/25 (revision approved) [BD]
July 5, 2022 [BD]	Conducted: <ul style="list-style-type: none"> Annual Meeting of Board, Stakeholder Advisory Committee and LTSA Executive LTSA Annual General Meeting 	
July 6, 2022 [BD]	Conducted: LTSA Board/Executive Strategic Planning Session [BD]	

¹As required by Section 26(4)(f) of the *Land Title and Survey Authority Act*.

Summary of Board and Committee Meetings and Outcomes Cont'd

DATE AND TYPE	OUTCOMES	
<p>Quarterly Meetings</p> <p>September 8, 2022 [NV, AF]</p> <p>September 9, 2022 [GV, HR]</p> <p>September 21-22, 2022 Board Meeting [BD]</p>	<p>Reviewed:</p> <ul style="list-style-type: none"> • Strategy Oversight Framework Update [NV/BD] • New Ventures Opportunities – First Nations National Land Registry [NV/BD] • New Ventures Opportunities – Other [NV/BD] • Customer and Product Strategy – Update [NV/BD] • Quarterly Operations Reporting and Customer Transactions [NV] • Code of Business Conduct and Ethics Annual Compliance Report [AF/GV] • LTSA Assurance Fund – 5 Year Actuarial Review (approach) [AF] • Travel Policy Information [AF] • Environmental, Social and Governance (ESG) (approach) [AF] • First Nations Corporate Acknowledgement Statement [GV] • Discriminating Covenants (status update) [GV] • Policy and Legal Report – Quarterly Report [GV] • Policy and Legal Report – Cullen Commission (update) [GV/BD] • 2022/23 Board Renewal Process – Board Composition Assessment [GV/BD] • Board Compensation Matters (update on action items) [GV/BD] • Board Evaluation 2022 (results reported) [GV/BD] • 2023/24 Board Meeting Schedule [GV/BD] • Director Education Policy [GV] • Conflict of Interest Disclosures – Report on Recent Reviews [GV] • Quarterly Human Resources Report [HR] • Diversity, Equity and Inclusion Update [HR] • Employee Engagement (Results of 2022 Pulse Check) [HR/BD] • Board Education: Cyber Security Program Review Results Report [BD] • CEO Quarterly Board Report (including Stakeholder Engagement) [BD] • 2023/24 LTSA Strategic Plan (draft) [BD] • Board Education: Innovation Governance [BD] • Quarterly Enterprise Risk Reporting (incl. Quarterly Cyberbrief) [BD] • Board Development Quarterly Report [BD] 	<p>Approved:</p> <ul style="list-style-type: none"> • Unaudited Condensed Consolidated Interim Financial Statements for the three months ended June 30, 2022 [AF/BD] • Selection and Appointment of External Auditor [AF/BD] • 2022/23 Annual Operating and Capital Plan Increase [AF/BD] • Fee Exemption Request – Reconciliation Name Change [AF/BD] • 2022-23 LTSA Strategic Plan (Updated Targets/Measures) [BD]

Summary of Board and Committee Meetings and Outcomes Cont'd

DATE AND TYPE	OUTCOMES	
<p>November 17, 2022 [AF, NV]</p> <p>November 18, 2022 [GV, HR]</p> <p>December 6-7, 2022 [BD]</p>	<p>Reviewed:</p> <ul style="list-style-type: none"> • Strategy Oversight Framework Update [NV/BD] • New Ventures Opportunities – First Nations National Land Registry [NV] • New Ventures Opportunities – Other [NV/BD] • Customer Product and Strategy – Update [NV] • Quarterly Operations Reporting and Customer Transactions [NV] • Quarterly Budget Update [AF] • LTSA Fees – Annual Statutory Fee Review for 2023/24 (approach) [AF/BD] • Environmental, Social and Governance (ESG) (status) [AF/BD] • LTSA Investment Policy (annual review) [AF] • LTSA Assurance Fund – 5 Year Actuarial Review – Status Update [AF] • Tax Advice [AF/BD] • Board Chair Selection Process and Criteria for 2023/24 [GV/BD] • Annual Governance Review 2022/23 (approach) [GV] • Innovation Governance – Outcomes [GV/BD] • Board Renewal – Board Composition Strategies [GV/BD] • Indigenous Reconciliation Plan (results report) [GV/BD] • Policy and Legal Report – Quarterly Report [GV] • Quarterly Human Resources Report [HR] • Executive Compensation Philosophy [HR/BD] • CEO's Report on Senior Management Succession Plans [HR] • CEO Succession Plan [HR] • CEO Compensation (annual review) [HR/BD] • Strategic Reporting Update (incl. CEO Quarterly Board Report on Performance and Stakeholder Engagement) [BD] • Board Education Session: Customer and Product Strategy & Application Platform Modernization • Quarterly Enterprise Risk Reporting (incl. Quarterly Cyberbrief) [BD] • Board Development Quarterly Report [BD] 	<p>Approved:</p> <ul style="list-style-type: none"> • Unaudited Condensed Consolidated Interim Financial Statements for the three and six months ended September 30, 2022 [AF/BD] • LTSA Strategic Plan 2023/24 to 25/26 [BD]
<p>January 20, 2023 [GV]</p>	<p>Reviewed:</p> <ul style="list-style-type: none"> • Review of the Nominations received for consideration as Director appointees [GV] • Board Chair Selection for 2023/24 – Candidate ID (approach) [GV] • Innovation Governance – Review Draft Action Plan [GV] • Annual Governance Review – Status Update [GV] • Director Education Policy – Review Preliminary Results [GV] 	

Summary of Board and Committee Meetings and Outcomes Cont'd

DATE AND TYPE	OUTCOMES	
Quarterly Meetings February 9, 2023 [NV, GOV] February 10, 2023 [HR] February 13, 2023 [AF] February 22-23, 2023 [BD]	Reviewed: <ul style="list-style-type: none"> Strategy Oversight Framework Update [NV/BD] New Ventures Opportunities – First Nations National Land Registry [NV/BD] New Ventures Opportunities – Other [NV/BD] Customer Product and Strategy – Update (incl. Application Platform Modernization) [NV/BD] Quarterly Operations Reporting and Customer Transactions [NV] Quarterly Budget Update [AF] LTSA Business Plan (23/24-25/26) (draft text) [AF/BD] Environmental, Social and Governance (ESG) (update) [AF/BD] LTSA Insurance (annual review) [AF] External Audit Plan for 2022/23 [AF] Policy and Legal Report – Quarterly Report [GV] Policy and Legal Report – Historic Records Plan (approach) [GV] Board Renewal – GOV Committee List of Nominees [GV/BD] Committee Memberships and Chairs for 2023/24 [GV] Innovation Governance Action Plan (confirmed) [GV/BD] Board Group Education Plan and Budget 2023/24 (confirmed) [GV/BD] New Director Orientation Program (annual review) [GV] Quarterly Human Resources Report [HR] Employee Engagement Survey (approach) [HR] Quarterly Enterprise Risk Reporting (incl. Quarterly Cyberbrief) [BD] CEO's Report on Senior Management Perf. Evaluation (approach) [HR] CEO Performance Evaluation for 2022/23 (approach) [HR] CEO Compensation 2022/23 (review results) [HR/BD] Board Education: CIBC Economist [BD] Strategic Reporting Update (incl. CEO Quarterly Board Report on Performance and Stakeholder Engagement) [BD] Quarterly Enterprise Risk Reporting (incl. Quarterly Cyberbrief) [BD] Board Development Quarterly Report [BD] Board Education: CIBC Economist [BD] 	Approved: <ul style="list-style-type: none"> Unaudited Condensed Consolidated Interim Financial Statements for the three and nine months ended December 31, 2022 [AF/BD] LTSA Bylaws: Amendments to Part 13 (Service Fees) to authorize the following to be in effect April 1, 2023: <ul style="list-style-type: none"> a 5% CPI increase to fees established under the Operating Agreement between the Province and the LTSA; a 5% increase to Land Owner Transparency Act Fees; a comparable increase to LTSA Administrative Fees; and a new "Electronic Transaction Service Charge". 2023/24 Annual Operating and Capital Plans [AF/BD] LTSA Assurance Fund Actuarial Review (results reported and authorize appropriation of retained earning for the LTSA Assurance Fund as at March 31, 2023 be at \$6 Million) [AF/BD] Board Director Appointments effective April 1, 2023 (BJ Houghton, Association of BC Land Surveyors; Sarf Ahmed, Province of BC; Scott Smythe (Law Society of BC)) [GV/BD] Board Compensation Policy [GV/BD] – authorized amendments to be in effect April 1, 2023 to LTSA Bylaws – Part 5 and 7 to authorize establishment of a special purpose Committee (Task Group) and associated Task Group Fee; and consequential amendments to the Governance Manual Sections 28 and Section 29 Director Education Policy [GV/BD] – authorized amendments to be in effect April 1, 2023 to the LTSA Bylaws – Part 5 and Governance Manual (Section 18 and 29) Annual Governance Review Matters [GV/BD] – housekeeping amendments to the Governance Manual and approve 2023/24 Board and Committee Meeting Schedule LTSA Bylaws: Changes to Schedule A (Skills and Experience Profile) [GV/BD] 2023/24 CEO Performance Targets and Measures [HR/BD] Board Chair Appointment – Robert Simmons appointed as Board Chair for one year term effective April 1, 2023 [BD]
March 24, 2023 [BD]	Reviewed: <ul style="list-style-type: none"> Board Renewal Process – Status Update on GOV List of candidates for BCREA vacancy [BD] Board Education Plan for 2023/24 (final tabled) [BD] 	Approved: <ul style="list-style-type: none"> Committee Membership, Chairs, Vice Chair (confirm for 2023/24) [BD] LTSA Business Plan (2023/24 to 2025/26) (approve release) [BD] Governance Manual – housekeeping updates [BD]
March 30, 2023 [GV]	<ul style="list-style-type: none"> Board Renewal Process – Review of the candidates to recommend for consideration as Director appointees [GV] 	