



2023/2024 Annual Report:

APPENDIX 1 –

**Environmental,
Social, &
Governance Report**



Environmental, Social and Governance 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 is making progress on our journey to establish an ESG strategy and reporting framework to more clearly align activities and reporting.

LTSA ESG Journey

The aim is to focus in on how LTSA can contribute positively to society within its mandate and the ecosystem within which it operates. During 2023/24, the organization adopted a phased approach to inform its future ESG strategy generally summarized below:

- Conduct an ESG materiality assessment (completed in 2023/24);
- Define ESG objectives and vision;
- Integrate with strategy and risk;
- Develop a reporting roadmap; and
- Monitor ongoing performance.

Foundational work completed in this period was preparatory in nature to support the first phase of the journey:

- **External Scan** – conducted an external scan review and trend analysis of other like-entities in the BC context;
- **United Nations Sustainable Development Goals (SDGs)** – identified the alignment of LTSA’s existing strategic objectives within the context of the United Nations Sustainable Development Goals (SDGs) to better understand how LTSA’s activities fit within a global lens and a common global language;

- **Benchmarking** – conducted a benchmarking exercise looking at various ESG reporting frameworks (GRI, SASB, UNSDGs) and identified where LTSA’s key activities / topics might align with these frameworks.
- **Key ESG Material Topics** – identified a listing of 20 key ESG material topics relevant to LTSA’s business and ecosystem which could fit into various reporting frameworks; and
- **LTSA ESG Materiality Assessment Survey** – developed a Materiality Assessment survey to support consultation with internal and external stakeholders and customers to seek input on which of the 20 key material topics are most important / or have the most impact for each group.



Key Material ESG Topics and Materiality Assessment

LTSA identified 20 key ESG material topics (see below) which represent a subset of the Global Reporting Initiative (GRI) material topics. These topics were identified as most relevant in the LTSA business context (not ranked in any order) and they informed the development of an LTSA ESG Materiality Assessment Survey.

Environmental

- Climate Change / GHG Emissions
- Sustainable Facilities and Operations
- Materials / Waste

Social

- Access and Affordability (Product and Service Responsibility)
- Innovative Products and Services (Investing in Innovation)
- Indirect Economic Impact/ Impact of Product and Services
- Stakeholder Engagement
- Local Communities/ Community Relations
- Indigenous Reconciliation
- Customer Experience/ Satisfaction
- Training and Development
- Diversity, Equity and Inclusion
- Occupational Health and Safety

Governance

- Corporate and Board Governance
- Legal and Regulatory Compliance
- Business Ethics
- Complaint Mechanisms
- Anti-Corruption/Fraud
- Risk Management
- Cyber Security and Data Privacy



LTSA ESG Materiality Assessment Survey

In early April 2024, LTSA began consultation with external stakeholders and customers, as well as the LTSA Board of Directors, Executive team, Senior Leaders and all employees to invite them to provide feedback on the priority/importance/impact of each of the material topics through completion of LTSA's ESG Materiality Assessment Survey. External and internal stakeholder input will help LTSA identify and prioritize those key material topics that have the most impact in the context of LTSA business.

Early insights from the survey results show that stakeholders and customers are very much interested in seeing LTSA uphold its position as the trusted source of land and property information in BC. The top seven highest ranked key material ESG topics for stakeholders are in the areas of governance and social as follows:

- (G) Cyber Security and Data Privacy
- (S) Customer Experience/Satisfaction
- (S) Access/Affordability (Product and Service Responsibility)
- (G) Anti-Corruption/Fraud
- (G) Risk Management
- (G) Legal and Regulatory Compliance
- (G) Business Ethics

These early results provide important feedback and affirm that LTSA's strategic and business planning processes continue to be aligned with stakeholder expectations. This is good news for LTSA and directly aligns with the current strategic direction including the activities relating to the 'verified transaction', ongoing cyber security and privacy work, and our customer-centricity efforts including developing new products and services that solve problems for customers.

LTSA will use these insights to inform the development of LTSA's ESG Strategy and action plans for the future.

ESG Reporting

LTSA is monitoring the development of the current evolving landscape with respect to international and national ESG reporting regulations, standards and frameworks for their relevance and usability. The structure and content of this Report are generally informed by the:

- Global Reporting Initiative (GRI);
- Sustainability Accounting Standards Board (SASB) Standards; and
- United Nations Sustainable Development Goals (SDGs).

As LTSA builds its ESG strategy and reporting framework, some early reporting on activities undertaken in the reporting period have been included in the following pages.



Environmental

Climate Change and Carbon Emissions

LTSA has gathered emissions data for the 2021/22 baseline year and for the subsequent 2022/23 and 2023/24 fiscal years (as reported below). Emissions sources for LTSA include office heat and electricity, travel, paper use, web hosting and IT infrastructure backup services. In the coming fiscal year (2024/25), LTSA will begin the planning and research on how this data can be used to inform future emission reduction opportunities.

2023/24 Activities Report

Greenhouse gas emissions for the following periods are voluntarily disclosed on the right. Generally, LTSA's emissions are very low. There was an overall reduction in CO₂E of 6 tonnes (4.1%) as between the baseline year and the 2022/23 year and a further reduction in CO₂E of 20 tonnes

(14%) as between 2022/23 and 2023/24 fiscal year as a result of a reduction in office space in the year. Results as below:

- 2021/22 – 146 tonnes of CO₂E (baseline year)
- 2022/23 – 140 tonnes of CO₂E
- 2023/24 – 120 tonnes of CO₂E

Sustainable Facilities and Operations

Two of four leased offices are LEED Gold facilities, including automatic lighting sensors as well as waste diversion at all facilities. Additionally, the Victoria and Vancouver offices have storage, shower and change room facilities for employees who choose to commute by bicycle. All four offices are located in city centres with good public transit options for employees and visitors.

2023/24 Activities Report

During the reporting period, the following activities were undertaken:

- downsized the Vancouver downtown office footprint in December 2023 by 18%.

Hybrid Work Schedules

LTSA offers a hybrid workplace program which allows eligible employees to work from home up to three days a week which contributed to smaller office space and reduced energy usage in office facilities.

2023/24 Activities Report

During the reporting period, LTSA continued to offer its hybrid workplace program to employees and remote attendance of Board Directors at Board Committee meetings.

Materials and Waste

Recognizing that pulp and paper generates the third largest amount of industrial air, water, and land emissions in Canada, LTSA is doing its part to reduce paper and emissions associated with mail and transportation. Electronic filing of records, electronic survey plan submissions and a focus improving online services and reducing defects all help reduce paper waste.

2023/24 Activities Report

During the reporting period, the following activities were undertaken:

- continued with our IT asset disposition approach which works with vendors who recycle or donate old assets;
- maintained the high percentage of electronically filed transactions received by LTSA at almost 98% consistent with previous reporting period;
- developed and introduced electronic Public Filing for Surviving Joint Tenant, Change of Address and Builders Lien which reduced paper use and reduces the need to travel to the Land Title Office.

Social

Product and Service Responsibility

As the trusted and definitive source of land and property information in BC, 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. 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 dedicated product channels, the latter of which is used extensively by real estate professionals to fulfill due diligence.

2023/24 Activities Report

During the reporting period, the following activities were undertaken:

- introduced new public filing services (Public Filing for Surviving Joint Tenant, Change of Address and Builders Lien) providing increased access by the public to LTSA services;
- delivered a new enhancement layer to LTSA’s real estate data product channel to align with the Province of BC’s new Transit-Oriented Development Area policy – this new layer supports real estate professionals (and thereby the public) in identifying property that falls within the radii designated for higher density development;
- enabled new capabilities within ParcelMap BC channel to support land data initiatives to ensure information about Agricultural Land Reserve (ALR) is documented;
- maintained external IT Service Availability at 99.9% of scheduled access time.



Vault Records Program

LTSA values the historic records in its custody and, beginning this year, has now designated these essential operational documents as “vault records.” Committed to records preservation, LTSA facilitates greater accessibility, benefiting the people of British Columbia. Since 2005, LTSA has dedicated resources to store, manage, preserve, digitize, and make these records available. This year, we celebrated the fourth year of our microfilm digitization project, which aims to digitize 48,000 reels of microfilm containing millions of land title documents. To date, LTSA has digitized over 80% of these holdings, resulting in more than 106,000 individual digital views.

2023/24 Activities Report

During the period, the following activities were undertaken:

- completed an end-to-end review of LTSA’s vault program and created a new three-year plan;
- continued the microfilm and plans digitization program;
- enhanced vault technology by purchasing a new book scanner and updating the digital storage platform; and
- completed a Conservation Survey to assess progress and priorities.

Investing in Innovation (Products and Services)

Aligned with LTSA’s key strategic pillar of “Reinvest and strengthen core systems”, significant investments are made to maintain and upgrade technology to ensure that these foundational systems are evolving with innovation trends and customer needs. The land title and survey systems and the information they contain are an essential underpinning to BC’s real property market, the civil justice system and also support civic governance, taxation and Crown land management frameworks.

2023/24 Activities Report

During the period, the following activities were undertaken:

- approved a \$25M investment for Application Platform Modernization (Real Property Platform) over three years (2024/25 to 2026/27); the initiative will modernize most of LTSA’s core systems;
- introduced Multi-Factor Authentication (MFA) and implemented robust encryption in transit to enhance the security framework protecting all LTSA transactions;
- made critical improvements to our delivery systems, enhancing efficiency and reducing delivery times; and
- sustained our commitment to building and enhancing public filing functions and shared service capabilities.

Stakeholder Engagement

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

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.

2023/24 Activities Report

During the period, the following activities were undertaken:

- conducted a review of the function, structure and membership of the SAC;
- operational and financial matters were reported at the LTSA Annual General Meeting on June 27, 2023;
- two meetings were held during the period:
 - December 5, 2023 – a joint meeting of the LTSA Board, Executive and the SAC members, key topics: Strategy and Business Priorities Update; BC Real Estate Trends (BCREA); SAC Operations Review Results; optional attendance at Board Education Session on Diversity, Equity and Inclusion;
 - March 6, 2024 – a regular meeting of the SAC members with LTSA, key topics: Strategy and Key Business Priorities Update; Board Renewal Process; Financial Report (transaction Volumes / LTSA Annual Statutory Fee Review and LOTR Fees); Operations Report; Vault Records Plan; Survey Plan Services – SurveyHub Update; Building a Connected and Secure Real Property Market for BC (Symposium Update); and BCREA Data Flow Mapping Initiative.

Other Advisory Committees

LTSA establishes other Advisory Committees as need arises to ensure its operations are informed by stakeholders who use the systems.

2023/24 Activities Report

Advisory Committees operating during the reporting period included:

- Legal Professionals Advisory Council
- Land Surveyor Advisory Task Force
- Historic Records Advisory Committee
- ParcelMap BC Adoption Working Group
- Public Sector Advisory Committee

Customer Outreach and Engagement

LTSA conducts a range of activities to strengthen our relationships with stakeholder, customers and other groups 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.

2023/24 Activities Report

Activities undertaken during the reporting period to support customer outreach and engagement included:

- regular news and updates through communication channels such as the LTSA website, newsletters, and social media as well as webinars and events, workshop sessions and attendance at industry events; and
- customer support teams provide an ongoing feedback channel for customers and members of the public.

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.

2023/24 Activities Report

For 2023/24, LTSA achieved a Customer Experience score of 79%, indicating the percentage of respondents who indicated their overall experience with LTSA was either very good or excellent.

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 the Declaration on the Rights of Indigenous Peoples Act (DRIPA) 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.

2023/24 Activities Report

During the period, LTSA took action as summarized below:

- **Indigenous Awareness Training** – As part of our ongoing commitment to the Truth and Reconciliation Commission Call to Action Number 92, LTSA provided training to all employees across our four offices on Indigenous Awareness.
- **Indigenous Scholarships** – Engaged five employees to participate in a selection committee which awarded undergraduate scholarships to six Indigenous students.
- **First Nation Land Governance 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 13 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.
- **Surveys for First Nations Agreements** – Lands included in agreements with First Nations are surveyed with advice and instructions provided by Surveyor General staff.

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

Training and Development

LTSA's human resources practices strive for the highest standards covering recruitment, hiring, promotions, job assignments and other aspects of employment. We are continually seeking to bring diverse talent into the organization; we have a spirit of transparency and inclusion throughout the recruitment process.

2023/24 Activities Report

During the reporting period, the following activities were undertaken:

- supported the career development of many current employees with internal promotions;
- introduced a second cohort of our Leadership Development Program,

which is centred on practices to serve our leaders, their teams, and LTSA's success;

- invested in employee training and development at all levels of the organization.

Diversity, Equity and Inclusion

At LTSA, we recognize that diversity makes us stronger and we are focused on building a workplace rich in diverse views, skills and backgrounds to realize LTSA's DEI vision statement (see page 16 of main report).

2023/24 Activities Report

During the reporting period, the following activities were undertaken:

- shifted our Diversity, Equity & Inclusion (DEI) training in house, developing two trainers on our Human Resources team, and continuing to offer the training to all new employees;

- continued to implement and update our pay equity plan to eliminate any gender-based discrimination in our compensation practices; and
- in support of the *Pay Transparency Act*, we provided information to our employees on the Act and began disclosing salary information on all our active job postings on November 1, 2023.

Occupational Health and Safety

LTSA offers a comprehensive benefits program, which includes features such as: extended maternity and parental leave, contraception coverage, family coverage, counselling benefits and more. LTSA's service provider for the employee Group RRSP program ensures that the portfolio is invested in organizations that support ESG. 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.

2023/24 Activities Report

During the reporting period, the following activities were undertaken:

- provided Mental Health First Aid Training from the Mental Health Commission of Canada for the OHS committees and a high-level overview of this training to all employees in the form of a Lunch & Learn with supporting intranet resources;
- participated in the Great Shake Out BC, providing access to disaster response resources to employees through our intranet;
- introduced Respectful Workplace training for new employees; and
- delivered monthly lunch and learn sessions for employees on health and wellness topics.

Employee Engagement

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.

2023/24 Activities Report

During the reporting period, the following activities were undertaken:

- conducted a full employee engagement survey in June 2023 with a participation rate of more than 90%;
- continued to evolve existing action plans to improve the employee experience;
- introduced an 'Enabling Execution workgroup' to drive awareness and strategies that increase efficiencies and decision making;
- LTSA is planning to conduct a pulse check on engagement survey in 2024 and a full survey in 2025.

Governance

Legal and Regulatory Compliance

The LTSA is subject to a variety of public reporting and accountability provisions which include, among other things, reporting in the Annual Report any changes to the LTSA Bylaws, the Regulated Fees and LTSA’s Operating Agreement with the Province governing management and operation of BC’s land title and survey systems.

LTSA—Province Ongoing Collaboration

LTSA establishes and supports a regular meeting schedule with the Minister responsible for LTSA’s enabling legislation as well as other 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. 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. Statutory provisions are also 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.

2023/24 Activities Report

During the reporting period, the following occurred:

- The BC provincial government shifted accountability for the *Land Title and Survey Authority Act* to the Minister of Finance on October 19, 2023 by way of Order in Council No. 568.
- Several other enactments related to the work of the LTSA were shifted from the Minister of Forests to the Minister of Water, Land and Resource Stewardship, including the *Boundary Act*, *Land Act*, *Land Survey Act*, *Land Surveyors Act*, *Land Title Act*, *Land Title Inquiry Act*, *Land Transfer Form Act*.
- Other activities related to the LTSA Act compliance matters are set out further in the sections below.

Key Operating Agreements

The LTSA Act and key operational agreements (Operating Agreement and LOTA Agreement) with the Province define the operational mandate and responsibilities of LTSA under the various statutes within LTSA's purposes and authority. The LTSA Act requires that LTSA report annually on any changes to the Operating Agreement with the Province that governs management and operation of BC's land title and survey systems. Additionally, the key operational agreements include a requirement for periodic reviews, conducted by a jointly appointed independent management consultant, of the Province's and LTSA's obligation to one another, and to the public, under each agreement:

- 5 Year Reviews – LTSA and the Province jointly review each party's performance under the agreements in respect of each five year period; and
- 10 Year Reviews – LTSA and the Province jointly review each party's performance and the sufficiency of LTSA revenues under the agreements in respect of the 10 year period.

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 [LTSA Act, s.26(4)(e)].

2023/24 Activities Report

During the reporting period, the following activities were undertaken:

- Preliminary planning activities commenced in 2023/24 to prepare for the 5 and 10 year Performance Review in 2024/25 including conduct of Information Sessions with LTSA provincial partners (two sessions completed, third session is scheduled for delivery Q1 FY 2024/25).
- No changes to the Operating Agreement were made during the reporting period.

2023/24 Activities Report

The Board authorized the following Bylaw amendments to be in effect during the 2023/24 reporting period:

- Part 5 (Directors' Remuneration and Reimbursement) and Part 7 (Committees of the Board) to authorize remuneration where the Board establishes a Task Group of Directors with effect April 1, 2023.
- Part 5 (Directors' Remuneration and Reimbursement) to authorize amendments to the Board Education Policy with effect April 1, 2023.
- Part 13 (Service Fees) – authorized amendments to reflect fee increases aligned with regulatory authority to be in effect April 1, 2023 (see "Regulated Fees" below).
- Schedule A (Skills and Experience Profile) to effect housekeeping amendments and the addition of a new skill/experience for Environmental, Social and Governance with effect April 1, 2023.

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. The LTSA Act, s 25(4)(b) requires that the Annual Report include a report on any changes in that fiscal year to the fees established by the LTSA under the *Land Act*, the *Land Title Act*, the *Mineral Tenure Act* or any other enactment.

2023/24 Activities Report

For the 2023/24 reporting year, the following fees adjustments came into effect April 1, 2023:

- 5% Consumer Price Index (CPI) increase to be applied to all statutory fees;
- 5% increase to *Land Owner Transparency Act* (LOTA) fees;

- comparable increase to LTSA administrative service fees which are not subject to the CPI measurement but have been increased in the range of 5% to reasonable round numbers;
- a new “Electronic Transaction Service Charge”.

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 relating to the 5 and 10 Year Review under the Operating Agreement; the Annual Report and Business Plan; the LTSA Annual General Meeting and corporate records.

2023/24 Activities Report

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

- 5 and 10 Year Performances Reviews under the Operating Agreement – no requirements for this year;
- 2022/23 LTSA Annual Report – made public on June 16, 2023 within defined statutory deadlines, included all mandatory information and was presented at the LTSA AGM as required by statute;
- 2023/24 LTSA Business Plan – made public on March 28, 2024 within defined statutory deadlines;
- LTSA Annual General Meeting – held on June 27, 2023 in compliance with statutory deadlines and required notice provided on May 25, 2023 in compliance with statutory requirements;
- Records – all records duly maintained at head office aligned with statutory requirements.

Corporate and 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). The LTSA Act requires that the Board 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.

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 Board is committed to assessing the extent to which the current composition reflects its diversity commitment as part of any Director nomination process.

2023/24 Activities Report

The results of statutory Board nomination and appointment process that were effected during this reporting period follow:

- Sarf Ahmed appointed April 1, 2023 for a second three-year term as a nominee of the Government of BC;
- BJ Houghton appointed April 1, 2023 for a three-year terms as a nominee of the Association of BC Land Surveyors;
- Scott Smythe appointed April 1, 2023 for a third three-year term as a nominee of the Law Society of BC; and
- George Abbott appointed May 1, 2023 for a three-year term as a deemed nominee of the BC Real Estate Association.



Board Governance Annual Reviews and Board Governance Manual

Each year, the Board conducts an annual governance review to ensure that it continues to be aligned with best practices, governance trends, and any matters arriving relating to specific governance matters which have arisen over the fiscal year. The scope of the review varies year over year at the discretion of the Board.

The LTSA Board of Directors has established a Board Governance Manual (Manual) to describe the approach and policies for carrying out its governance responsibilities and to supplement applicable LTSA Bylaws (Bylaws). 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 (LTSA Act), Bylaws, and Land Title and Survey Enactments (Enactments).

2023/24 Activities Report

The Board conducted its annual governance review for the period which resulted in minor changes to various governance manual documentation to ensure continued relevance with current and evolving best practices.

Board Compensation

The LTSA Act requires that the Board must establish bylaws that, among other things, set rules respecting the remuneration and reimbursement of Board Directors. The Board Chair, Committee Chairs and Board Directors are compensated for their time by way of Annual Director Fees, as set out at Part 5 of the LTSA Bylaws. The Board compensation philosophy includes 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.

2023/24 Activities Report

The Board conducted its annual review of Board Director compensation during the previous 2022/23 fiscal year and confirmed that no changes be made to Board compensation amounts for the 2023/24 fiscal year. A summary of compensation paid to Directors of the Board is set out at the Table 1 following.

Table 1 – Summary of Compensation Paid to Directors of the Board

		2023/2024	2022/2023
Name	Position at March 31, 2024	Total	Total
Abbott, George ¹	Director, Audit and Finance Committee Director, Governance Committee	40,000	N/A
Ahmed, Sarf	Chair, Audit and Finance Committee Director, Governance Committee	50,000	40,000
Denton, Bronwyn	Vice Chair of the Board Chair, Governance Committee Director, New Ventures Committee	50,000	50,000
Farmer, Shawna	Director, Human Resources Committee Director, New Ventures Committee	40,000	50,000
Houghton, BJ	Director, New Ventures Committee Director, Human Resources Committee	40,000	40,000
Julian, Patrick	Director, Human Resources Committee Director, Governance Committee	40,000	40,000
Popatia, Anar	Chair, Human Resources Committee Director, Audit and Finance Committee	50,000	40,000
Simmons, Robert ²	Chair of the Board	70,000	50,000
Smythe, Scott	Director, Human Resources Committee Director, New Ventures Committee	40,000	40,000
Walton, Richard	Chair, New Ventures Committee Director, Audit and Finance Committee	50,000	50,000
Wesley, Angela	Director, New Ventures Committee Director, Governance Committee	40,000	40,000
Klein, Eugen	<i>Board Chair (Term Expired March 31, 2023)</i>	N/A	70,000
Total		510,000	510,000

¹George Abbott appointed May 1, 2023

²Robert Simmons appointed as Board Chair April 1, 2023

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).

Board Orientation, Board Group Education and Individual Director Education

LTSA believes that it is important for Directors to have the skills, experiences, and knowledge required to facilitate fully informed decision-making and effective contribution by Directors. As such, the Board ensures comprehensive orientation and ongoing education opportunities are available to Directors to supplement and augment existing skills. Education includes opportunities for the Board as a whole, and individual educational opportunities for ongoing Director development.

2023/24 Activities Report

During the reporting period, the following activities were undertaken:

- Board Group Education Sessions on the following topics: Risk Governance; Indigenous Cultural Awareness; Indigenous Perspectives – The Framework Agreement on First Nation Land Management; Diversity, Equity and Inclusion; and Generative Artificial Intelligence.
- Individual Directors engaged in development activities relating to artificial intelligence, digital transformation, audit committee effectiveness, ESG, audit committee fundamentals, and the future of governance.



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. The Code document is available on the LTSA website for public transparency ([here](#)).

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). 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.

2023/24 Activities Report

The Board received the Annual Code of Conduct Compliance Report in September 2023 for the period August 1, 2022 to July 31, 2023 which reported the following:

- **Code Communications and Training** – all employees have received the required training and have acknowledged their responsibilities under the Code;
- **Annual Code Disclosure Requirements** – completed (see Conflict of Interest on following page);
- **Matter arising disclosures of potential conflicts of interest**, and of any governance or financial irregularities:
 - the Conduct and Ethics Advisor responded to two inquiries from employees during the reporting period – each case was reviewed and no conflict, or perception of conflict was identified.
 - several disclosures were received outside of the annual conflict of interest disclosure process all were duly reviewed by the Conduct and Ethics Advisor and the Governance Committee Chair and duly reported to the Board. All matters of actual or perceived conflict of interest were handled in compliance with established protocols and policies with no outstanding issues;
 - there were no governance or financial irregularities reported.
- **Code breaches** – there were no reports of Code breaches during the reporting period.

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. The results of the annual disclosure process and any matter arising disclosures are reported to the Board through the Governance Committee.

2023/24 Activities Report

The Board received, and duly reviewed, the Annual Conflict of Interest Disclosure Process report in June 2023 which reported that all Directors and Officers submitted the required disclosure statement forms, all Forms were

reviewed as set out in the Policy and no issues were identified. Additionally, the Board implemented a new standing practice that all Board and Committee meeting agendas are to include a standing call for Conflict of Interest Disclosures before the start of every meeting.

Complaints Mechanism

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. Additionally, the LTSA is subject to the Ombudsperson Act which provides an added layer of public accountability via an independent mechanism. The Board is also notified of any complaints received from the Office of the Information and Privacy Commissioner (OIPC). The Board receives an annual report on any matters arising under these complaint provisions.

2023/24 Activities Report

The Annual Public Complaints Report for 2022 was received and duly reviewed by the Board in June 2023 with following information reported:

- Complaints directed to the LTSA or the Ministry about LTSA customer services:
 - LTSA received one compliant about LTSA customer services during 2022 which was quickly addressed by LTSA employee and resolved.
- Formal complaints to the Ombudsperson:
 - The Ombudsperson did not report any complaints made about LTSA in 2022.
- Formal complaints to the Office of the Information and Privacy Commissioner:
 - The OIPC did not report any formal complaints made about LTSA in 2022.

Risk Management

LTSA has a comprehensive Enterprise Risk Management (“ERM”) framework in place and reports to the Board quarterly on areas of new risk, risk increase, risk reduction and any other changes. An overall annual review of ERM is conducted during the Strategic Planning Session with the Board of Directors. LTSA has a robust crisis management and business continuity program and regularly exercises its plans to ensure staff are aware of their roles and recovery is well coordinated.

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. 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.

2023/24 Activities Report

In 2023/24, LTSA continued to mature our program with new security capabilities added to the portfolio to strengthen both the protection of LTSA data and access to LTSA systems to identify and mitigate supply chain risk.



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. 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.

2023/24 Activities Report

During the reporting period, the following activities occurred:

- launched privacy refresher training in September 2023 for all employees with 100% completion;
- provided refresher training to Executive team on *Freedom of Information and Protection of Privacy Act* requirements;
- 18 privacy impact assessments completed; and
- 18 information requests received and fulfilled under *Freedom of Information and Protection of Privacy Act*.

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 (CIO) 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.

2023/24 Activities Report

During the reporting period, the following activities occurred:

- conducted annual review of all information technology policies; and
- developed and implemented a new Threat Intelligence Management Policy.

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	
April 21, 2023 [BD]		Approved: <ul style="list-style-type: none"> Board Director Appointments effective May 1, 2023 (George Abbott (deemed nominee of BC Real Estate Association))[BD]
May 24, 2023 [HR]	Reviewed: <ul style="list-style-type: none"> 2022/23 CEO Performance Report (Preliminary Results Report) [HR] 	
Quarterly Meetings June 1, 2023 [NV, AF] June 2, 2023 [GV, HR] June 15-16, 2023 [BD]	Reviewed: <ul style="list-style-type: none"> Strategic Oversight Framework Update [NV/BD] New Ventures Opportunities [NV/BD] Updates on Approved Products [NV/BD] Quarterly Operations Reporting and Customer Transactions [NV] Customer Relationship Health Survey Results Report [NV] Customer and Product Strategy – Update [NV] New Ventures Committee Terms of Reference [NV] External Audit Report for 2022/23 [AF] ESG Strategy and Emissions Data Report [AF/BD] Policy and Legal Report - Quarterly Report [GV/BD] Annual Public Complaints Report [GV] 2023/24 Board Renewal Process – Initiate [GV/BD] Board Evaluation 2023 (approach) [GV/BD] Board Compensation – Annual Review (approach) [GV/BD] Annual Conflict of Interest Disclosure Process Report [GV] Innovation Governance Action Plan [GV/BD] LTSA Stakeholder Advisory Committee – Mandate Review [GV] Director Education Policy [GV] Diversity [GV] Quarterly Human Resources Report [HR] CEO’s Report on Senior Mgmt Accountabilities and Resp. [HR] Board Education: Risk Governance [BD] Strategic Planning (approach) [BD] CEO’s Quarterly Report on Key Performance Measures [BD] 2023 Strategic Planning (approach) [BD] Quarterly Enterprise Risk Reporting (incl. Annual Cyber Security Report; Quarterly Cyberbrief) [BD] LTSA Annual General Meeting (approach) [BD] Board Development Quarterly Report [BD] Committee Meetings (future format) [BD] 	Approved: <ul style="list-style-type: none"> 2022/23 Audited Consolidated Financial Statements and Management Discussion and Analysis [AF/BD] 2022/23 LTSA Annual Report [AF/BD] 2022/23 CEO Performance Report [HR/BD] CEO Compensation Decisions [HR/BD]

<p>June 27, 2023 [BD]</p>	<p>Conducted:</p> <ul style="list-style-type: none"> • LTSA Annual General Meeting 	
<p>July 25, 2023 [Ad Hoc BD]</p>	<p>Reviewed:</p> <ul style="list-style-type: none"> • Regulatory Matter [BD] 	
<p>Quarterly Meetings</p> <p>September 7, 2023 [NV, AF]</p> <p>September 8, 2023 [GV, HR]</p> <p>September 20-21, 2023 [BD]</p>	<p>Reviewed:</p> <ul style="list-style-type: none"> • Strategy Oversight Framework Update [NV/BD] • New Ventures Opportunities [NV] • Customer and Product Strategy – Update [NV] • Updates on Approved Products [NV] • Quarterly Operations Reporting and Customer Transactions [NV] • Code of Business Conduct and Ethics Annual Compliance Report [AF/GV] • Quarterly Forecast Review [AF/BD] • Quarterly Financial Reporting Package Components (annual review) [AF] • Environmental, Social and Governance (ESG) and Emissions (update) [AF] • Policy and Legal Report – Quarterly Report [GV/BD] • Innovation Governance Action Plan [GV/BD] • LTSA Stakeholder Advisory Committee – Mandate Review (update) [GV/BD] • 2023/24 Board Renewal Process – Status Update [GV] • Quarterly Human Resources Report [HR] • Employee Engagement Results for 2023 [HR/BD] • CEO Performance Planning [HR] • LTSA Board/Executive Strategic Planning Session [BD] • Board Education: Indigenous Perspectives [BD] • Strategy Update [BD] • CEO’s Quarterly Report on Key Performance Measures [BD] • Annual Joint Meeting with the Board and SAC (approach) [BD] • ESG Strategy and Oversight Accountability [BD] • Quarterly Enterprise Risk Reporting (incl. Quarterly Cyberbrief) [BD] • Board Development Quarterly Report [BD] • Committee Meeting Format [BD] • 2024/25 Annual Board and Committee Meeting Schedule (approach) [BD] 	<p>Approved:</p> <ul style="list-style-type: none"> • New Ventures Opportunities–First Nations Land Governance Registry [NV/BD] • Unaudited Condensed Consolidated Interim Financial Statements for the three months ended June 30, 2023 [AF/BD] • Selection and Appointment of External Auditor for 2023/24 FY [AF/BD] • Quarterly Budget Update – Interim Spending Authority Authorization for the First Nation Land Governance Registry Project [AF/BD] • 2023/24 Annual Board and Committee Meeting Schedule [BD]

<p>Quarterly Meetings</p> <p>November 16, 2023 [AF, NV]</p> <p>November 17, 2023 [GV, HR]</p> <p>December 5–6, 2023 [BD]</p>	<p>Reviewed:</p> <ul style="list-style-type: none"> • Strategy Oversight Framework Update [NV/BD] • New Ventures Opportunities [NV] • Customer Product and Strategy – Other New Products Activities [NV/BD] • Quarterly Operations Reporting and Customer Transactions [NV] • NV Committee Terms of Reference [NV/BD] • Policy and Legal Matters (update) [NV/GV] • Quarterly Budget Update [AF] • Financial Forecast – Quarterly Review [AF] • 2024/25 Budget Planning (approach) [AF] • Annual Statutory Fee Review for 2024/25 (approach) [AF/BD] • Board Chair Selection Process and Criteria for 2024/25 (approach) [GV/BD] • Annual Governance Review 2023/24 (approach) [GV] • Code Disclosure Procedures Review [GV/BD] • Innovation Governance Action Plan [GV] • Board Renewal Process (update) [GV] • Conflict of Interest Disclosure (report on review of matter arising) [GV] • Board Evaluation 2023 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/BD] • CEO Compensation (annual review) [HR/BD] • Annual Meeting of Board, LTSA Stakeholder Advisory Committee and LTSA Executive • LTSA Strategic Plan (2024/25 to 2026/27) (review draft) [BD] • Strategy Reporting Update (incl. CEO Quarterly Board Report on Performance and Stakeholder Engagement) [BD] • ESG Strategy (status update) [BD] • Board Education Session: Diversity Equity and Inclusion • Quarterly Enterprise Risk Reporting (incl. Quarterly Cyberbrief) [BD] • Board Development Quarterly Report [BD] 	<p>Approved:</p> <ul style="list-style-type: none"> • New Ventures Opportunities–RIOS Inc. [NV/BD] • Customer Product and Strategy – Application Platform Modernization [NV/BD] • 2023/24 Annual Capital Plan Increase [AF/BD] • LTSA Investment Policy [AF/BD] • Authorization for CEO to Execute LandSure Lease [AF/BD] • Unaudited Condensed Consolidated Interim Financial Statements for the three and six months ended September 30, 2023 [AF/BD] • 2024/25 Annual Board and Committee Schedule [GV/BD] • LTSA Bylaw Amendments: <ul style="list-style-type: none"> • Part 13 (Service Fees), Section 13.1, Table 5 Land Owner Transparency Act Fees (search fees set to zero) and Section 13.3 (Electronic Transaction Service Charge) to be in effect April 1, 2024 [BD]
<p>January 19, 2024 [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 2024/25 (status) [GV] 	

<p>Quarterly Meetings</p> <p>February 8, 2024 [NV, GOV]</p> <p>February 9, 2024 [HR]</p> <p>February 12, 2024 [AF]</p> <p>February 21-22, 2024 [BD]</p>	<p>Reviewed:</p> <ul style="list-style-type: none"> • Strategy Oversight Framework Update [NV/BD] • New Ventures Opportunities [NV/BD] • Customer Product and Strategy – Update [NV/BD] • Quarterly Operations Reporting and Customer Transactions [NV] • LTSA Corporate Branding [NV/BD] • ParcelMap BC Adoption (update) [NV] • Quarterly Budget Update [AF] • LTSA Business Plan (24/25-26/27) (draft text) [AF/BD] • Environmental, Social and Governance (ESG) (update) [AF/BD] • LTSA Insurance (annual review) [AF] • Financial Forecast – Annual Review [AF/BD] • Public Service Pension Plan (results of Province's 3-year actuarial) [AF] • External Audit Plan for 2023/24 [AF] • LTSA Travel Policy (notice of review) [AF] • Policy and Legal Report – Quarterly Report [GV] • Policy and Legal Report - Vault Records Plan (review) [GV/BD] • 2024/25 Board Renewal Process (approach for government nominee) [BD] • Committee Memberships and Chairs for 2023/24 (approach) [GV] • Innovation Governance Action Plan (completion report) [GV/BD] • Board Evaluation Process 2023 Results (conclusions) [GV] • Skills and Experience Profile (Schedule A, Bylaws) (annual review) [GV/BD] • Board Group Education Plan and Budget 2024/25 (confirmed) [GV/BD] • Annual Governance Review 2023/24 Matters (results) [GV/BD] • Annual Governance Review 2024/25 Matters (approach) [GV/BD] • Conflict of Interest Disclosure Statements (report on reviews) [GV/BD] • New Director Orientation Program (annual review) [GV] • Quarterly Human Resources Report [HR] • Employee Engagement Survey 2024 (approach) [HR] • Quarterly Enterprise Risk Reporting (incl. Quarterly Cyberbrief) [BD] • CEO's Report on Senior Management Perf. Evaluation 2023/24 (approach) [HR] • CEO Performance Evaluation for 2023/24 (approach) [HR] • CEO Compensation 2024/25 (review results) [HR/BD] • Board Education: Generative Artificial Intelligence [BD] • Strategic Reporting Update (incl. CEO Quarterly Board Report on Performance and Stakeholder Engagement) [BD] • ESG Strategy (update) [BD] • Enterprise Risk Management (approach for annual review) [BD] • Quarterly Enterprise Risk Reporting (incl. Quarterly Cyberbrief) [BD] • Business Continuity Plan (update) [BD] • Board Crisis Response Plan (biennial review) [BD] • Board Development Quarterly Report [BD] 	<p>Approved:</p> <ul style="list-style-type: none"> • New Venture Committee Terms of Reference [NV/BD] • Human Resources Committee Timetable [HR/BD] • Unaudited Condensed Consolidated Interim Financial Statements for the three and nine months ended December 31, 2023 [AF/BD] • LTSA Bylaws Amendments: <ul style="list-style-type: none"> • Housekeeping amendments to be in effect April 1, 2024 to opening statement; Section 5.2; Section 11.2; Section 13.1, Table 4; Section 13.5(b) • Part 13 (Service Fees) to authorize the following to be in effect April 1, 2024: <ul style="list-style-type: none"> • a 8% CPI increase to fees established under the Operating Agreement between the Province and the LTSA; • a 8% increase to Land Owner Transparency Act Fees; • a comparable increase to LTSA Administrative Fees and some Electronic Transaction Service Charges. • 2024/25 Annual Operating and Capital Plans [AF/BD] • Board Director Appointments effective April 1, 2024 (Patrick Julian, Law Society of BC; Angela Wesley, First Nations Summit; Shawna Farmer, Society of Notaries Public of BC) [GV/BD] • Annual Governance Review Matters 2023/24 [GV/BD] <ul style="list-style-type: none"> • Guidelines for Subsidiary Companies (Gov Man s.15) • Director and Officer Disclosure Procedures (Gov Man s.20) • 2024/25 CEO Performance Targets and Measures [HR/BD] • Board Chair Appointment – Robert Simmons appointed as Board Chair for one year term effective April 1, 2024 [BD] • LTSA Strategic Plan 2024/25 to 2026/26 [BD] • 2024/25 CEO Performance Targets and Measures [BD]
<p>March 22, 2024 [BD]</p>	<p>Reviewed:</p> <ul style="list-style-type: none"> • Board Education Plan for 2024/25 [BD] • CEO Update [BD] • Board Skills and Experience Matrix (criteria review) [BD] • Board Renewal Process 2024/25 (approach for government nominee) [BD] • Code of Business Conduct and Ethics – Report on Disclosure Forms review) [BD] • Director Education Funding Request (review) [BD] 	<p>Approved:</p> <ul style="list-style-type: none"> • Committee Membership, Chairs, Vice Chair (confirm for 2024/25) [BD] • LTSA Business Plan (2024/25 to 2026/27) (approve release) [BD]