



2019/2020 ANNUAL REPORT



innovation. | integrity. | trust.



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OUR MANDATE AND SERVICES

The Land Title and Survey Authority of British Columbia (LTSA) is a publicly accountable, statutory corporation responsible for operating BC’s land title and survey systems. These systems provide the foundation for all real property business and ownership in the province. The Land Title and Survey Authority Act and a 60-year Operating Agreement with the Province define the operational mandate and responsibilities of the LTSA.

Mission

Deliver responsive and trusted expertise, and reliable land title and survey systems, which are an essential foundation to economic and social prosperity.

Vision

Provide exceptional service and innovative solutions as the trusted source of land registry and land information services in British Columbia.

Values

Accountability

We are accountable and responsive to customers and stakeholders.

Integrity

We act with the highest standards of integrity.

Respect

We treat each other and our customers and stakeholders with respect.

Improvement

We continuously develop our business, knowledge and skill.

Our Customers and Stakeholders

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



CORPORATE OVERVIEW

The LTSA is a publicly accountable, statutory corporation responsible for operating BC’s land title and survey systems and other land-related registries.

The LTSA is a regulatory authority, independent from government, with the mandate to “manage, operate and maintain the land title and survey systems of British Columbia” and other land-related registries. The Land Title and Survey Authority Act and the Operating Agreement with the Province provide guidance for the LTSA. The LTSA’s Board of Directors is chosen from stakeholder nominations and strives to reflect the diversity of the Province of BC.

As the operator and regulator of BC’s land title and survey systems and other land-related registries, the LTSA is charged with the reliable and secure delivery of

these systems, which are an essential underpinning to BC’s private property market, and the civil justice system. These systems also support civic governance, taxation and Crown land management frameworks. In collaboration with the Province, the LTSA safeguards the legislative framework for BC’s land title and survey systems. Reports on the LTSA’s achievement against performance requirements that have been established by the Province are published annually.

The LTSA creates value by supporting security and certainty of title through efficient registration of land title interests and survey

records and by providing access to reliable land information. The LTSA processes over four million online transactions annually and provides land title information data feeds to the Province, local governments, BC Assessment and other consumers of real estate information. Maintaining the trust and confidence of stakeholders and customers is paramount and supported through an open and accountable governance structure and transparent registries.

Business operations are highly reliant on advanced technology to operate. In addition to a dedicated focus on the LTSA’s core mandate, and to stay ahead of trends for

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greater demands for innovative information product solutions, the Board has established an expanded corporate structure with two subsidiary companies (LandSure Systems Ltd. and Autoprop Software Ltd.). The key focus for these entities is to develop and deliver innovative products and services aligned with the evolving needs of LTSA customers and aligned with the strategy established by the Board. System security and reliability practices are rigorously applied and monitored by high-performing teams of information technology professionals to ensure data and systems are protected in our modern digital world.

DID YOU KNOW?



4.4^M

Transactions annually



97%

Customer Satisfaction



92%

Level of Trust



94%

Registration transactions processed online



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MESSAGE FROM BOARD CHAIR AND PRESIDENT & CEO

The Annual Report outlines the operational activities and achievements of the LTSA for the fiscal year April 1, 2019 to March 31, 2020.

The LTSA has continued to transform our business by delivering innovative solutions through a customer-centric approach. This strategy has enabled the LTSA to grow while remaining true to the core mandate: to provide British Columbians with certainty and confidence in the land-related registries, survey systems and information, while maintaining accountability and integrity. LTSA is dedicated to building meaningful relationships across the industry with stakeholders and customers. The ongoing feedback and advice received through many surveys, focus groups, and working committees is deeply appreciated and allows for continuous improvement.

Working collaboratively with the Province, the LTSA is delivering several innovative initiatives in the public interest. Much of the focus this year was on building the Land Owner Transparency Registry (LOTR), a first-of-its-kind registry in the world. The LTSA further supported the Province by assisting the Ministry of Finance to modernize its Property Transfer Tax form and move its Property Tax Deferment application process from paper-based to electronic. In delivering public interest initiatives such as these, the LTSA is proud to do its part to provide BC homeowners with better transparency

into the property market and streamlined processes for service delivery.

The LTSA continues to be a global leader for automated land title registration. Significant amendments to the Land Title Act came into force in November 2019 which provided the opportunity to extend electronic filing to more customers. Evolutions in policy, technology and customers' business were enabled by updates to LTSA's electronic filing system (Web Filing initiative). The investments LTSA has made over the years into automating land title transactions allowed the LTSA to successfully maintain operations during the COVID-19 pandemic and quickly implement temporary practice measures that enabled legal professionals to continue completing conveyances during this challenging time.

Customer growth for AutoProp and ParcelMap BC confirms the value of LTSA's innovative solutions that enable customers to access and visualize trusted land information. Over 90% of BC realtors can now access AUTOPROP as a single source of research to find the property information they need when performing due diligence. ParcelMap BC is now used by over 50 local governments and major utilities as

their authoritative cadastral parcel fabric representation.

The LTSA recognizes the value of the historic records in its care and is committed to their preservation while enabling broader access benefiting British Columbians for generations to come. In 2019, the Historic Records Advisory Committee was established to guide the preservation and accessibility of the LTSA's archives, with an emphasis on records with significance to BC's First Nations.

Named a Top 100 Employer in BC in 2020, the second consecutive year it has received this recognition, we express gratitude to our employees for making us remarkable and ensuring the LTSA is a great place to work.

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



Janice Comeau
Chair of the Board



Connie Fair
President and CEO



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LEADERSHIP

In support of fulfilling the Board’s statutory function, oversight role and fiduciary duty, the LTSA Board of Directors and Board Committees met 24 times in 2019/20 on matters related to: strategic and business planning and risk management; public accountability and reporting; financial administration and compliance; regulatory administration and compliance; human resources; and corporate governance.



VIEW the complete 2019/2020 Governance Report

LTSA Board Members as at March 31, 2020



Janice Comeau
CPA, CA, ICD.D, CHAIR
Nominating Entity—
Province of
British Columbia



Shawna Farmer
BA, MPA, MA (ALS)
Nominating Entity—
Society of Notaries
Public of BC



Scott Smythe
LL.B
Nominating Entity—
Law Society of British
Columbia



Diane Friedman
BComm, VICE CHAIR
Nominating Entity—
BC Association of Professional
Registry Agents



Patrick Julian
LL.B
Nominating Entity—
Law Society of
British Columbia



Richard Walton
BA, MA(Ed), CA (CPA), FCA
(FCPA), ICD.D
Nominating Entity—
Union of British Columbia
Municipalities



O'Brian Blackall
BCLS, CLS
Nominating Entity—
Association of British
Columbia Land Surveyors



Eugen Klein
BComm, ICD.D
Nominating Entity—
British Columbia Real
Estate Association



Angela Wesley
ICD.D
Nominating Entity—
First Nations Summit



Bronwyn Denton
MBA, BSc(ENG), BCLS,
CLS, P.ENG
Nominating Entity—
Association of British
Columbia Land Surveyors



Robert Simmons
BSc(ENG); MBA
Nominating Entity—
Province of
British Columbia



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LTSA Executive Team as at March 31, 2020



Connie Fair
MBA, CPA, CMA, ICD.D
President and Chief Executive Officer



Craig Johnston
LL.B
Vice President,
Policy and Legal Services
(until February 14, 2020)



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



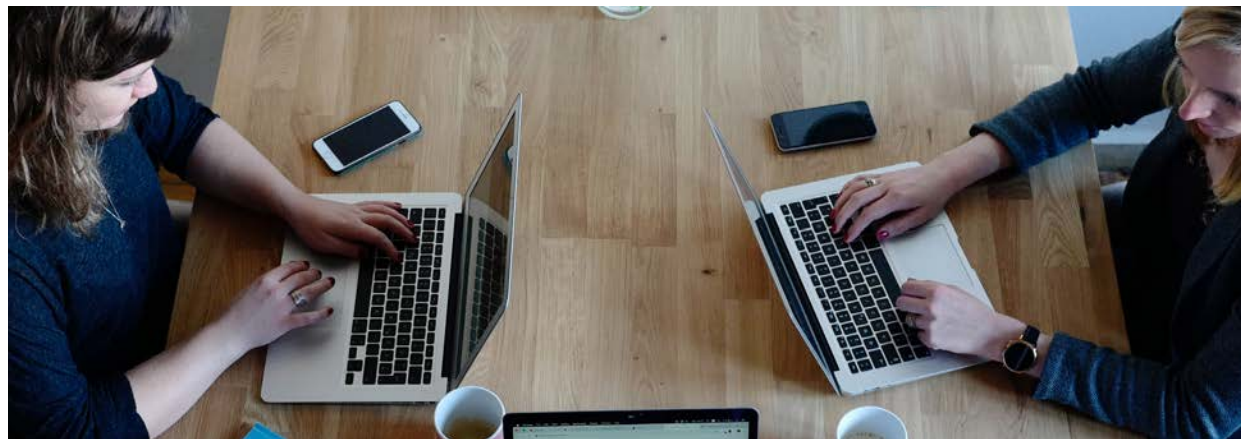
Rob Cutler
CPHR
Vice President,
Human Resources



Al-Karim Kara
MBA, FCPA, FCMA, C.Dir
Vice President,
Business Innovation and
Chief Information Officer



Camille Reid
CPHR
Vice President,
Operations





CONSULTATION

Outreach is core to the 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 Stakeholder Advisory Committee

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



PROVIDES THE CEO WITH VIEWS on the LTSA’s strategic and business planning frameworks, business operations, communications plan and risk management, and meets annually with the board of directors.



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



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



For more information on the Stakeholder Advisory Committee refer to the Governance Report, page 12.

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CONSULTATION CONT'D

LTSA-Province Ongoing Collaboration

To support ongoing collaboration between the Province and the LTSA, the LTSA establishes and supports a regular meeting schedule with the Minister and provincial government staff. Additionally, and as required, LTSA participates in legislation planning meetings. The LTSA makes itself available to, 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.



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CONSULTATION CONT'D

Customer Engagement

Regular engagement with stakeholders supports delivery of the LTSA strategy by ensuring the LTSA has opportunities for direct feedback and forums to test ideas, all in support of a customer-centric organization. In addition to the formal Stakeholder Advisory Committee, the LTSA regularly engages with more specialized groups of stakeholders with specific interests. Standing and long-term committees currently active at the LTSA, including their purpose and representation, are below:

NAME OF COMMITTEE	PURPOSE/MANDATE
Land Owner Transparency Register Steering Committee	Project updates on development of Land Owner Transparency Register. Representation: LTSA and Ministry of Finance.
Project ACE (Web Filing) Advisory Committee	Share information, secure support and respond to concerns of stakeholder groups impacted by Project ACE. Representation: LTSA, Society of Notaries Public of BC, Ministry of Finance, Association of BC Land Surveyors, Law Society of BC.
Land Surveyors Advisory Task Force	LTSA receives advice from BC land surveyors regarding aspects of the LTSA's major projects. Representation: Association of BC Land Surveyors and individuals from several land survey firms.
Legal Professions Advisory Council (LPAC)	Assists 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, specifically the legal community. Representation: Law Society of BC, Society of Notaries Public of BC, Continuing Legal Education Society of BC and various individuals from several legal firms.
Historic Records Advisory Committee	Provide advice to the LTSA relating to the prioritization of the preservation and digitization of microfilm and historical paper records, and focus on records of most relevance in First Nations in BC. Representation: Union of BC Indian Chiefs, First Nations Summit, BC Assembly of First Nations
LTSA Liaison Committee (land survey)	An Association of BC Land Surveyors committee that allows dialog on day to day operational matters between land surveyors and the LTSA.

For more information on consultation and outreach activities that demonstrate LTSA's customer-centric culture, see Page 21.

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

Stakeholder and Customer

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

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

Financial

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

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

Internal Processes

Deliver professional responsive services using a customer-centric approach.

- Develop knowledge of our key customers and understand their wants, needs and changing expectations
- Develop common processes to speak as one voice and support efficient, customer focused services
- Move all services online
- Leverage existing systems to support additional services

Learn and Grow

Ensure optimum structure, people and tools.

- Build a customer-centric culture and engaged workforce
- Apply modern technology
- Develop leadership capability
- Improve structure and process for creating and providing services

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



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BUSINESS INITIATIVES AND ACHIEVEMENTS: STAKEHOLDER AND CUSTOMER

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

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

LAND OWNER TRANSPARENCY REGISTRY (LOTR)

The first-of-its kind in Canada, the Land Owner Transparency Registry (LOTR) is a public, searchable database containing information about individuals who are deemed to have an indirect interest in land. The LOTR improves real estate transparency in BC and supports the Province’s 30-point housing plan to address housing affordability. The Province and the LTSA successfully negotiated a formal agreement to guide the LTSA’s administration of the new registry. The LTSA collaborated extensively with the Province to advance LOTR including policy development, registry capabilities, an operational team including the Director of LOTR

Services, stakeholder consultations, and a communications plan to ensure citizens are educated and aware of LOTR’s purpose and requirements. Phase two of three is near completion and the project is expected to launch in the latter half of 2020.

CONDO AND STRATA ASSIGNMENT INTEGRITY REGISTER (CSAIR)

The LTSA put into operation the new Condo and Strata Assignment Integrity Register (CSAIR) which was formally released on February 25, 2019. Developers began successfully completing their filings starting on April 1, 2019. The CSAIR was built for the Ministry of Finance and its purpose is to make the real estate

market more transparent and fair and information collected through this register will also inform the Province as it considers future housing and tax policy development.

PROPERTY TAX DEFERMENT SERVICE

The LTSA leveraged its existing technology to support the Province with an online way for homeowners to apply for deferment of their property taxes. The new online application replaces the previous paper-based process and, for the first time ever, allows for automatic application renewals. The online application is part of the Province’s work to ensure citizens can quickly and effectively access the programs and services they rely on.



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DATA QUERY SERVICE

The LTSA formalized agreements with the Ministry of Finance to continue providing data information services relating to the Speculation and Vacancy Tax and with Title Updates (including Rural Property Tax Title Information and various Mineral Land Tax title information). The LTSA provides data query services to the Province on a fee exempt basis.

AUTOPROP

AUTOPROP combines relevant and detailed property information from over 125 sources into a single map-based search, enabling REALTORS® to provide proper due diligence to their clients. Consumers benefit from increased transparency and access to information, helping them make informed real estate decisions. In 2019, eight of eleven real estate boards in British Columbia signed up to offer AUTOPROP as a service for their members, providing over 90 percent of realtors in BC with access to this data-rich application.

PROPERTY TRANSFER TAX AUTOMATION

On behalf of the Ministry of Finance, the LTSA developed online electronic web form versions of the Property Transfer Tax returns required by the Property Transfer Tax Act, data which was previously collected in paper or PDF format. The new service is seamlessly integrated into the LTSA's Web Filing workflow and will be available for integration with third-party conveyancing software. The new web form supports greater efficiency and accuracy for registrations, and aligns with the LTSA's operational excellence strategy.

Key Achievements – Stakeholder and Customer

2019/2020 PERFORMANCE MEASURES		2019/2020 PERFORMANCE RESULTS
Overall customer satisfaction rating	Address issues raised in 2018/19 survey	Biennial survey not scheduled for this year however LTSA took action to: <ul style="list-style-type: none"> • Improve consistency of examinations through examiner training • Update content in all defect notices • Update website content to improve ability to find information • Other feedback addressed through design and development of Web Filing and Property Transfer Tax form modernization
Percentage of Defects	Decrease over 2018/19 as Project ACE completes	0.2% decrease to 5.0%



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BUSINESS INITIATIVES AND ACHIEVEMENTS: FINANCIAL

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

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

Key achievements for this objective include:

Financial Highlights (\$THOUSANDS)	2019/2020	2018/2019
RESULTS OF OPERATIONS		
Revenues	\$41,589	\$38,826
Operating Expenses	\$40,270	\$36,877
Net Income	\$1,319	\$3,074
FINANCIAL POSITION		
Cash and Cash Equivalents and Investments	\$67,446	\$69,988
Total Assets	\$115,533	\$102,800
Total Liabilities	\$25,746	\$14,332
Equity	\$89,787	\$88,468



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Key Achievements – Financial

2019/2020 PERFORMANCE MEASURES	2019/2020 PERFORMANCE RESULTS
Assurance Fund: maintain \$6 million cash reserve to fund the Assurance Fund reserve	Achieved
Contingency cash reserve: maintain an additional cash reserve of the equivalent of 25% of annual cash operating costs	Achieved
Cash Flow from Operations: \$8 million annually to allow continued reinvestment	Achieved

DID YOU KNOW?



78.2^M

Total fees collected which includes \$36.6M for the Province.



BUSINESS INITIATIVES AND ACHIEVEMENTS: INTERNAL PROCESSES

Deliver professional responsive services using a customer-centric approach.

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

WEB FILING PROJECT (PREVIOUSLY PROJECT ACE)

In support of operational excellence, the LTSA has undertaken a multi-year initiative to modernize the delivery of land title forms and improve the user experience. Web Filing is an update to the LTSA's electronic filing system that reflects evolutions in policy, technology and our customers' business. Introduced in February 2020, Web Filing replaces the aging PDF-based technology with modern web-based forms. In parallel, amendments to Part 10.1 of the Land Title Act in November 2019 enabled the streamlining of

various electronic filing forms, as well as provided flexibility for future changes in technology and process. The completion target for this project is set for 2020.

PARCELMAP BC ADOPTION

Serving as a common reference for parcel information in BC, ParcelMap BC provides standardized and up-to-date parcel information which improves land-related research, planning and business decisions for local governments, Crown agencies, and utilities. The LTSA, in partnership with the Integrated

Cadastral Information Society is actively supporting the adoption of ParcelMap BC, with the goal for ParcelMap BC to be recognized and used as the authoritative cadastral parcel fabric representation in BC. In the future, LTSA plans to leverage ParcelMap BC to deliver other value add products and services for customers. As of March 31, 2020, ParcelMap BC has been adopted by 53 organizations (see [Adopting ParcelMap BC](#)). ParcelMap BC Operations mapped approximately 19,000 Crown Statutory Right of Way parcels and improved the spatial representation of over 10,000 parcels.

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HISTORIC LAND TITLE AND SURVEY RECORDS

The LTSA recognizes the value of the historic records in its care and is committed to their preservation while enabling broader access benefiting British Columbians for generations to come. Since 2005, we have invested \$15 million in the various technology, facilities and personnel required to achieve this balance. Digitization is a key part of the LTSA's ongoing efforts to protect historic records from the deterioration that occurs with frequent handling. It also provides broader and easier access to these

unique and irreplaceable artifacts that contain information not recorded elsewhere.

In 2019, historic records work resulted in digitization of bound volumes for the New Westminster, Vancouver and Vancouver Island districts (including Absolute Fee Books, Charge Books and other records).

Recognizing the significance of historic records for First Nations, the LTSA established a Historic Records Advisory Committee (HRAC) in 2019 with representatives from First Nation groups. The HRAC provides

advice to the LTSA on conservation of and accessibility to historic records in the LTSA's care, with a focus on records of significance to First Nations. The LTSA responds to feedback from HRAC members through improvements to its records conservation practices and increased access to records.

Historic Records Conservation Activity include:

- Preparation of 425 records condition reports;
- Conservation of 1,216 land title and survey plans;
- Scanned 279,455 pages of Absolute Fee and Charge Books.



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OPERATIONAL EXCELLENCE

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

Operations

The LTSA continues to enhance the customer experience and

create value for customers. We are focused on meeting delivery targets, running a cost-efficient operation, and providing excellent service to customers. We continue to drive automation and improve internal and customer-facing processes to increase transparency and trust in all we do, exceeding expectations for Operating Agreement performance targets.

Tactical efforts include standardized and refined operating procedures for Customer Support and updated defect notices. Examiner Quality Control inspections were implemented and the Examiner training program and materials were improved, along with Examiner and Customer Service refresher training and cross-team training.

Key Achievements – Internal Processes

2019/2020 PERFORMANCE MEASURES		2019/2020 PERFORMANCE RESULTS
95% of Registration transactions processed online		94%
Adoption of ParcelMap BC at 50 organizations (cumulative)		53 organizations
Transaction Performance - 95% of transactions completed within:		
Land Title registration	6 business days	3.8 days
Crown Land Survey Plan approval	21 business days	8.5 days
Crown Grant issuance	21 days	6.9 days
External IT Service Availability maintained at 99% of scheduled access time		Achieved 99.9% of scheduled access time



BUSINESS INITIATIVES AND ACHIEVEMENTS: INTERNAL PROCESSES CONT'D

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

Key LTSA Customer Service Metrics (April 1, 2019 to March 31, 2020)

	PROFESSIONAL CUSTOMERS	PUBLIC CUSTOMERS	myLTSA SUPPORT
Number of Calls	40,730	31,830	16,537
Percentage of Calls Answered < 60 seconds	72.0%	68.7%	94.5%
Percentage of Cases Resolved < 24 hours	98.9%	Not tracked	95.1%

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Cybersecurity

To ensure continued vigilance against malicious online attacks, the LTSA has implemented preventative measures to minimize risk, including frequent vulnerability assessments, system penetration testing, policy development aligned with best practice, data security classification, and training for all employees. In 2019, the LTSA also completed a cyber incident simulation exercise to test its response plan and ensure key personnel know their responsibilities when dealing with such an event.

Outreach and Communications

Central to its customer-centric approach, the LTSA is dedicated to ongoing engagement and

communications with its customers, stakeholders and the general public. As our business evolves, so do our customers and system users and their continuous feedback and insights help inform our business priorities to ensure we're continually delivering value. In turn, we need to continually educate our customers about what the LTSA offers and how we can all work better together to maintain the integrity of BC's land information. The LTSA's outreach efforts this year included:

- Stakeholder consultations with a variety of established groups (see Page 11)
- Hosted product webinars
- Industry events, conferences, webinars

- Outreach to various ministries to train staff on working with LTSA
- Office tours
- Review of our customer education offerings

To engage with customers on their channel of choice, the LTSA developed a social media strategy this year and began executing on it to enhance its presence and reputation online. The strategy included a shift to more visual content, content themes for more purposeful story-telling, and greater posting frequency across expanded platforms. We have seen customer engagement with our posts increase and customer sentiment has also been positive.



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BUSINESS INITIATIVES AND ACHIEVEMENTS: LEARN AND GROW

Ensure optimum structure, people and tools. Key achievements for this objective include:

LEARNING AND DEVELOPMENT

During the year we developed and implemented numerous learning and development initiatives including a Learning Management System and a series of blended learning paths to support on-line learning for Customer Operations roles across the organization (including

Examiners of Title, Surveyor General Technologists, and Customer Service Representatives). Leadership development and management training continued throughout the year including training to support the completion of an internal re-organization to improve operational efficiency, allow the organization to scale and provide clearer career development paths for employees,

and provide for greater customer-centricity. In addition, a number of new roles were filled to support the development and operation of new products and services for customers and stakeholders. Facilities and offices were updated to provide modern work environments for employees that better support collaboration.

Key Achievements – Learn and Improve

2019/2020 PERFORMANCE MEASURES	2019/2020 PERFORMANCE RESULTS
Employee Engagement: Re-survey employees; +3% over 2017/18 engagement rate	Achieved 62% (+2% increase)
Invest 3.5% of total Salaries in employee learning and development	Achieved 2.5% investment
Total employee turnover rate – quarterly rate <2.5%	Achieved less than 2.5% turnover in 3 of 4 quarters

DID YOU KNOW?



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



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