

Transportation Investment Corporation

2025/26 – 2027/28

Service Plan

March 2025



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Published by Transportation Investment Corporation

Board Chair's Accountability Statement



The 2025/26 – 2026/27 Transportation Investment Corporation (TI Corp) Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

All significant assumptions, policy decisions, events and identified risks, as of February 2025, have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, TI Corp's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of TI Corp's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in black ink that reads "Sabine Feulgen". The signature is written in a cursive, flowing style.

Sabine Feulgen
Board Chair, Transportation Investment Corporation
February 19, 2025

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Strategic Direction

In 2025/26, public sector organizations will continue to prioritize delivering the services and infrastructure needed for people to build good lives in strong communities.

To support this objective public sector organizations will support Government's focus on growing the economy, responding to the threat of tariffs, creating good paying jobs, improving affordability, strengthening health care and education, and making communities safer.

Public sector organizations will also continue to work as directed to support the implementation of the Declaration on the Rights of Indigenous Peoples Act Action Plan.

This 2025/26 service plan outlines how Transportation Investment Corporation will support the government's priorities and selected action items identified in the most recent TI Corp [Mandate Letter](#).

Purpose of the Organization and Alignment with Government Priorities

Transportation Investment Corporation (TI Corp) was established pursuant to the *Transportation Investment Act* and is a wholly-owned subsidiary of the B.C. Transportation Financing Authority (BCTFA).

TI Corp's mandate is to provide procurement, delivery, and commercial oversight of assigned major capital transportation projects, and is aligned with the Province's strategic direction by supporting:

- Improvements in BC's road infrastructure balanced with integrated transit opportunities to ensure that people can get home and to work faster, and goods can get to market more efficiently in our province;
- Opportunities for expansion of SkyTrain to meet the transportation and goods movement needs of growing populations;
- Collaboration and engagement with Indigenous Peoples, the public, and stakeholders to ensure infrastructure projects contribute to an inclusive and sustainable province; and
- An effective fraud risk management policy to identify and mitigate fraud.

Operating Environment

TI Corp is responsible for the delivery of over \$15 billion in capital infrastructure on behalf of the Ministry of Transportation and Transit (MOTT or the Ministry).

TI Corp's portfolio of assigned projects includes transportation projects in various stages of delivery:

- [Pattullo Bridge Replacement Project](#) (PBR) – in construction
- [Broadway Subway Project](#) (BSP) – in construction
- [Kicking Horse Canyon Project Phase 4](#) (KHCP4) – project complete and in warranty
- [Highway 99 Tunnel Program](#):
 - Steveston Interchange Project (SIP) – in construction
 - Fraser River Tunnel Project (FRTP) – in design and development phase
- [Surrey Langley SkyTrain Project](#) (SLS) – in construction

In addition, TI Corp is providing support to several other Ministry projects, including the delivery of the Jumping Creek to MacDonald Snowshed Project (part of the Trans-Canada Highway Improvement program), the site preparation for TransLink's Operations and Maintenance Centre 5 to support SLS and the broader SkyTrain network, and technical support for planning for a future extension of the Millennium Line.

TI Corp is also engaged by the Ministry of Tourism, Arts, Culture and Sport (TACS) to support the design and construction of the Royal BC Museum's Collections and Research Building (CRB) through a project delivery services model. Construction began in September 2023.

Significant shifts in the infrastructure development landscape continue to impact the construction industry in B.C. and beyond. The volume of projects in development is outpacing industry capacity – both in Canada and across the globe. This demand requires project owners to work more collaboratively than ever with their private and public sector partners.

Construction is also being affected worldwide by cost escalation, labour shortages, supply chain challenges, and inflationary pressures. To mitigate these ongoing challenges, TI Corp is working with the Ministry, Infrastructure BC, colleagues across Canada, and the industry to develop procurement models that rebalance risk allocation and contract terms in a way that ensures critical infrastructure is delivered while increasing market interest and competition.

Through the 2025/26-2027/28 service plan period, TI Corp will continue to implement the Provincial Environmental, Social and Governance (ESG) Framework for Capital. With respect to labour objectives, TI Corp continues to work closely with BC Infrastructure Benefits Inc. (BCIB) to implement the Community Benefits Agreement (CBA) where applicable and through Project Labour Agreements (PLA) to advance priority hiring for Indigenous people and equity-seeking groups and increase opportunities for apprentices.

Building capability in the public sector to deliver complex major projects continues to be a key priority for the organization. Along with having the right people with the right expertise, information management (IM) and information technology (IT) tools are required to support effective project management and financial controls. TI Corp's senior executive structure has been reorganized to support the portfolio of projects, and the strength and depth of in-house expertise continues to grow, with staff in engineering and design, project implementation, project controls, financial and cost management, scheduling, procurement, commercial and contract management, as well as environment, Indigenous relations, and stakeholder management.

In the coming fiscal year, TI Corp will continue to build on this foundation and foster opportunities to share knowledge and expertise across project teams. TI Corp will continue to invest in IM/IT systems that will make processes and work flows more efficient.

New and revised performance measures are included in this plan as the organization continues to mature and as it responds to the changing infrastructure development landscape. Strong partnerships and sustained diligent project management, as well as ensuring the right people and tools are in place are key components of supporting successful project delivery and contributing to government's goals and priorities.

Performance Planning

Goal 1: Effective delivery of major projects

Goal 1 provides a framework for complex major projects to be effectively delivered, managed, and controlled. All of TI Corp's projects involve significant risk and project controls are implemented to track key project parameters, including scope, schedule, budget, safety, and quality. Emerging risks are identified, and risk mitigation strategies are developed. Specialized IM/IT tools have been adopted to assist in applying best practices to risk, cost and schedule control. TI Corp continuously monitors and reports on project progress, and also provides updates publicly through the Monthly Status Reports. TI Corp has three objectives to capture these efforts toward effective delivery of major projects.

Objective 1.1: Deliver each assigned major project within the approved parameters

The approved parameters (scope, schedule and budget) for each assigned major project are defined by the Province.

Key Strategies

- Work in partnership with Infrastructure BC, the Ministry of Attorney General, and the Ministry of Finance to ensure consistency of approach and documentation of procurement activities and project contracts.
- Apply best practices to project management, with particular emphasis on cost and schedule management.
- Continue to implement a proactive approach to risk management incorporating Risk Management Branch guidelines, allowing for the early identification and effective management of risks through all phases of project delivery.
- Continue to maintain a strong working relationship with project partners to support the implementation of labour agreements for each relevant project.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1.1a – Project completion forecasted within the substantial completion date approved by the Province				
PBR (2024)	Amended ¹			
PBR, as amended (2025) ¹	On target	On target	On target	On target
BSP (2026) ²	Amended ³			
BSP, as amended (2027) ³	On target	On target	On target	On target
F RTP (2030)	On target	On target	On target	On target
SIP (2025)	On target	On target	N/A ⁴	N/A ⁴
SLS (2028)	Amended ⁵			
SLS (2029) ⁵	On target	On target	On target	On target
1.1b – Project completion forecasted within the budget approved by the Province ⁶				
PBR, at contract award	Amended ⁷			
PBR, as amended ⁷	On target	On target	On target	On target
BSP, at contract award	Amended ⁸			
BSP, as amended ⁸	On target	On target	On target	On target
F RTP	On target	On target	On target	On target
SIP	On target	On target	On target	N/A ⁹
SLS, at business case	Amended ¹⁰			
SLS, at contract award ¹⁰	On target	On target	On target	On target

Data source: 1.1a Project schedule forecasts; 1.1b Project financial forecasts

¹ PBR has multiple substantial completion dates. In May 2024, the Province announced that the traffic availability date for PBR was delayed to Fall 2025. This also delayed the subsequent completion dates including old bridge demolition that will occur into 2027/28.

² BSP's year of completion was previously amended from 2025 to 2026 due to a labour relations dispute that delayed concrete supply to the project.

³ In May 2024, the Province announced that the substantial completion date for BSP was delayed to Fall 2027.

⁴ Target no longer applicable as substantial completion will have been achieved.

⁵ In August 2024, following contract award, the Province announced an updated substantial completion date for SLS of 2029.

⁶ The budget metrics track performance up to total completion of the project, rather than substantial completion in performance metric 1.1a.

⁷ In the Second Quarterly Report, the Province disclosed a revised budget for PBR of \$1.637 billion.

⁸ In the Second Quarterly Report, the Province disclosed a revised budget for BSP of \$2.954 billion.

⁹ Target no longer applicable as total completion will have been achieved.

¹⁰ In August 2024, following contract award, the Province announced an updated project budget for SLS of \$5.996 billion.

Discussion

Performance measures 1.1a and 1.1b track the management, monitoring, and forecasting of the total project cost and substantial completion dates for each assigned major project. In the previous service plans, there was also a performance measure related to number of major project procurements that results in an executed major project contract. That measure has been removed as all of TI Corp's current projects have executed project contracts with their construction contractors and the measure is no longer relevant in the short term.

By monitoring performance measure 1.1a throughout the project lifecycle, TI Corp can identify and work to mitigate potential delays early despite challenges such as supply chain disruptions or labour market constraints.

By monitoring performance measure 1.1b through the project lifecycle, TI Corp tracks the financial forecasts of each project on an ongoing basis, enabling TI Corp to better respond to risks and issues. By emphasizing adherence to approved budgets, TI Corp underscores its commitment to fiscal responsibility and its ability to deliver critical infrastructure efficiently in a dynamic economic environment.

Objective 1.2: Deliver effective oversight over key project requirements

This objective establishes the framework for effective oversight, management, and governance of assigned projects, ensuring adherence to key project requirements, notably quality and safety.

Key Strategies

- Develop comprehensive frameworks for safety and quality oversight that align with industry best practices and regulatory standards to ensure compliance across all phases of project delivery.
- Leverage real-time monitoring and reporting systems to track progress, identify trends, and drive continuous improvement in safety and quality management.
- Conduct regular inspections, observations, and audits to proactively identify and address risks, maintaining accountability and adherence to established standards.
- Foster collaboration with contractors and project teams through training, awareness programs, and efficient corrective actions to promote a culture of safety and quality.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1.2a – Project lost-time injury frequency rates (LTIFR) as compared to the relevant WorkSafeBC industry benchmark ¹	Below the WorkSafeBC industry benchmark	Below the WorkSafeBC industry benchmark	Below the WorkSafeBC industry benchmark	Below the WorkSafeBC industry benchmark
1.2b – Percent of TI Corp projects receiving quarterly Safety Audits ²	100%	100%	100%	100%

Data source: 1.2a WorkSafeBC; 1.2b TI Corp Safety tracking

¹ WorkSafeBC's 2023 LTIFR benchmarks vary by project type: Heavy Construction (2.4, relevant benchmark for SLS), Bridge/Overpass/Viaduct (1.7, relevant benchmark for PBR and SIP), and Mechanized Tunnel (4.6, relevant benchmark for BSP).

² Quarterly audits continue until the project reaches substantial completion, after which their frequency may adjust based on site activity.

Discussion

These performance measures relate to safety on TI Corp's assigned major projects. The measures replace the previous performance measure related to Executive Safety Review meetings held annually. It was replaced to further mature how TI Corp tracks and reports out on construction site safety.

Performance measure 1.2a reports on the lost-time injury frequency rates (LTIFR) as reported by WorkSafeBC. LTIFR measures the number of time-loss injuries per 100 workers over a standard year.

Site safety is a responsibility of the construction contractor on TI Corp's projects under the terms of the project contract. As a result, TI Corp does not have direct impact of the LTIFR reporting or metrics. However, the rates are indicative of the safety performance on the construction site. By comparing LTIFR on TI Corp projects to the relevant WorkSafeBC industry benchmarks, TI Corp gets insights on whether the construction contractor's safety measures are effective in mitigating workplace hazards.

TI Corp provides oversight over the safety practices of the construction contractor to ensure that they take safety seriously and follows all of their obligations under the project contract and applicable laws and regulations. TI Corp undertakes quarterly Safety Audits to support its oversight role over its assigned projects. Quarterly Safety Audits provide a comprehensive review of safety practices, compliance with regulatory standards, and the effectiveness of implemented safety measures. These audits ensure that potential risks are systematically identified and addressed, fostering continuous improvement in safety performance.

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1.2c – Average duration that identified quality issues ¹ remain open	<90 days	≤90 days	≤90 days	≤90 days

Data source: TI Corp Quality Management System

¹ Quality issues are monitored through non-compliance reports (NCR) that are identified and tracked by the construction contractor and TI Corp.

Discussion

This performance measure relates to quality management on TI Corp’s assigned major projects. The measures replace the previous performance measure related to monthly review of Quality Management System reports. It was replaced to further mature how TI Corp tracks and reports out on quality management on its projects.

The construction contractor on TI Corp’s projects is ultimately responsible for quality on the project under the terms of the project contract. The construction contractor must design a quality audit plan that is reviewed and approved by TI Corp and the Province. In addition, TI Corp will undertake its own quality audits throughout the life of the project. The intent of the quality audits is to identify non-compliance reports (NCR), which are quality items identified to be corrected prior to project completion. Identifying NCRs is a positive outcome of the quality process and demonstrates the process is effective and deficiencies are identified in a timely manner.

The time it takes to resolve an NCR is important, as prolonged durations may indicate inefficiencies in the corrective action process or resource constraints. There may be legitimate and accepted reasons for NCRs to remain open for periods longer than 90 days, but in general reducing this duration ensures that corrective actions are implemented without delay, supporting the integrity of the project schedule and minimizing associated risks.

Objective 1.3: Ensure processes, systems, and reporting procedures are in place, effective and governed appropriately

Continuous improvement, robust corporate structures, and reporting are critical to TI Corp achieving this objective and are of particular importance as the number and complexity of projects assigned to TI Corp increases. In the 2025/26 service planning year, the organization will continue to strengthen in-house expertise both at the project and corporate levels. Project-specific due diligence committees continue to play a key role, meeting regularly with project teams to discuss progress and any issues of concern and report out to the TI Corp Board at least twice per year for each project. In addition, TI Corp meets frequently with the Ministry on project progress, provides quarterly reports to the Province as part of budget reporting, and releases public Monthly Project Reports for projects that are under construction.

Key Strategies

- Continue to develop and strengthen a corporate organizational structure and processes that support effective management of major capital projects.
- Maintain a governance structure that provides effective oversight of major capital projects through TI Corp’s Executive and Board.
- Regular progress reporting to the TI Corp Board of Directors, the Ministry, and the public.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1.3a – Percentage of project budgets, financial forecasts, risks, and contingency information reviewed quarterly by TI Corp Executive and Board of Directors.	100%	100%	100%	100%

Data source: Project financial forecasts, risk registers and contingency balance tracking

Discussion

Performance measures 1.3a reflects the importance of comprehensive and robust management processes and reporting procedures. Budget management and the maintenance of comprehensive risk registers are critical tools to ensure the organizational oversight and project management controls are successful. Each projects’ budget, spend to date, financial forecast, risk register, and contingency are compiled and presented quarterly to Executive and the Board of Directors as a key input to support their oversight, governance, and decision-making roles on TI Corp’s projects.

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1.3b – Percentage of Monthly Status Reports (MSRs) issued publicly	100%	100%	100%	100%

Data source: Monthly Status Reports

Discussion

MSRs are released publicly for each month to describe project progress across all disciplines. Reporting begins in conjunction with the execution of a project contract to mark the start of the design and construction on a project. The target of 100% assumes the issuance of 12 MSRs per year, per assigned project, from the month the project enters into an executed contract.

Goal 2: Build Capability Within the Public Service for Delivery of Major Capital Projects

TI Corp continues efforts to build its capability to deliver major capital projects. This is particularly significant given the current global context with many infrastructure projects underway, resulting in an increasingly tight labour market with a high demand for project delivery expertise.

Building an engaged workforce is also critical to achieving TI Corp’s mandate. By fostering a positive organizational culture that values inclusivity, collaboration, and employee well-being, TI Corp ensures its ability to attract and retain top talent.

TI Corp has one objective to capture its efforts toward building capability within the public service for delivery of major capital projects.

Objective 2.1: Continue developing TI Corp’s organization, its capabilities and competencies for the effective delivery of major capital projects.

This objective highlights the need for a cohesive, well-trained and engaged staff to successfully deliver TI Corp’s mandate in a competitive labour market.

Key Strategies

- Continue to strengthen and deepen in-house expertise, capabilities and competencies at both the corporate and project team level through hiring and providing training and development opportunities for staff.
- Build technical and leadership career paths that support the development of the organization and key project delivery roles.

Performance Measures

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
2.1a - Percentage of vacant roles filled with internal candidates	37%	33%	33%	33%

Data source: TI Corp employment records

Discussion

This metric is new for 2025/26 and is to measure how well TI Corp is supporting the development of in-house expertise. In TI Corp, hiring is conducted on a merit basis considering both internal and external candidates. This measure tracks the number of hiring decisions that select an internal applicant for either promotions or lateral position changes. Internal advancement is an important measure to track as improvement on this measure will demonstrate that TI Corp is rewarding performance and creating career paths. Lateral

changes are also captured as employees seek to explore other potential career paths or new opportunities within their existing level.

TI Corp has set its target at one-third of hires being internal. The target level will continue to be monitored for 2.1a over the upcoming year to evaluate whether any adjustment is necessary as TI Corp's delivers projects transitioning to the construction phase.

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
2.1b – Total number of 4-month-equivalent cooperative education terms supported ¹	62	≥60	≥60	≥60

Data source: TI Corp employment records

¹Cooperative education terms are typically 4, 8 or 12 months. TI Corp has converted this measure to a 4-month-equivalent for more transparent and accurate reporting.

Discussion

Performance measure 2.1b highlights TI Corp's commitment to workforce development and capacity building by supporting cooperative education opportunities. These placements provide students with hands-on experience in the delivery of major capital projects, highlight potential careers within major project delivery for the Province, and increases TI Corp's network for potential future employees.

Performance Measure	2023/24 Baseline	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
2.1c – Participation rate in the employee engagement survey	84%	N/A	80%	N/A	80%

Data source: TI Corp's employee engagement survey

Discussion

TI Corp utilizes a biennial employee engagement survey to survey its employees on important engagement measures. Performance measure 2.1c measures the response rate to the employee survey and reflects the level of participation and employees' willingness to share honest feedback about their workplace experience. A high response rate ensures the survey results provide a broad and accurate understanding of employee sentiment. TI Corp takes the feedback from engagement survey seriously and works as a management team to identify trends and opportunities for further improvements.

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
2.1d – Percentage of employee voluntary turnover	9%	≤10%	≤10%	≤10%

Data source: TI Corp employment records

Discussion

Attracting and retaining highly skilled people is critical to being able to deliver TI Corp's mandate. By tracking employee voluntary turnover, performance measure 2.1d allows TI Corp to monitor the effectiveness of internal retention practices. This measure reflects the value to the public sector in retaining major project delivery expertise, which provides for knowledge transfer and continuity in major project delivery practices.

The target level will continue to be monitored for 2.1d over the upcoming year to evaluate whether any adjustment is necessary within current labour markets.

Financial Plan

Financial Summary

(\$000)	2024/25 Forecast	2025/26 Budget	2026/27 Plan	2027/28 Plan
Total Revenue				
Project delivery	55,244	65,695	69,118	71,659
Other revenues	443	454	454	454
Total Revenue	55,687	66,149	69,572	72,113
Total Expenses				
Salaries and benefits	40,538	49,654	53,921	56,364
Other operating costs	15,149	16,495	15,651	15,749
Total Expenses	55,687	66,149	69,572	72,113
Annual Surplus (Deficit)	0	0	0	0
Total Debt	0	0	0	0
Accumulated Surplus (Deficit)	5,017	5,017	5,017	5,017
Capital Expenditures	0	0	0	0

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

Key Forecast Assumptions, Risks and Sensitivities

The forecasts include the following key assumptions:

- Management and oversight expenses are to deliver currently assigned major projects, which include the PBR, BSP, the Highway 99 Tunnel Program (including SIP and FRTP), and SLS projects, as well as to support services to other projects.
- Management and oversight expenses relating to transportation sector projects are fully recovered from the BCTFA and expenses relating to the CRB from the Royal BC Museum.
- Expenditures related to its organizational structure (e.g., staff salaries and benefits) and operational costs (e.g., project-specific contractors, office rent, IT, travel, other corporate overhead) are to support organizational capacity to deliver assigned and future projects.

Forecasted key risks and sensitivities include:

- TI Corp continues to innovate and generate new strategies to secure the resources required to achieve its objectives, particularly as major projects move from the planning and procurement phase into the construction phase.
- Obtaining required permits for delivery of major infrastructure projects has proven to be a significant challenge and lessons learned from existing projects are being applied to future projects.
- Volatile market conditions have created demanding efforts on both projects in procurement and construction. TI Corp continues to understand the impacts of the uncertainties and applies agility to combat the changing conditions.

Management's Perspective on Financial Outlook

For the fiscal years 2025/26 – 2027/28, TI Corp has forecasted and planned management resources to deliver SLS and the Highway 99 Tunnel Program, both of which are projects transitioning to the construction and design phases, respectively. Planning for these projects includes a full complement of project delivery resources and corresponding overhead expenditures for the life of the project, including developing corporate infrastructure to address increasing demands on operations. The associated risks of incorporating these projects in the financial outlook includes timing of project execution and schedule risk, in which case TI Corp would adjust and amend the resourcing plans, and organizational capacity risk that TI Corp manages through a comprehensive recruitment plan for key personnel.

Capital Expenditures

As discussed above, TI Corp is a subsidiary of BCTFA, with a mandate to provide procurement, delivery and commercial oversight of major capital transportation projects: PBR, BSP, the Highway 99 Tunnel Program (including SIP & FRTP) and SLS. These capital projects are owned and funded by the BCTFA and are reported on through MOTT's service plan. TI Corp does not have any significant capital expenditures of its own.

Appendix A: Mandate Letter from the Minister Responsible



June 16, 2023

Sabine Feulgen, Chair
Board of Directors
Transportation Investment Corporation
Suite 1750–401 West Georgia St.
Vancouver, BC V6B 5A1

Dear Chair Feulgen:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations – including Crowns, Health Authorities and Post Secondary Institution Boards – support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home – in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for the Transportation Investment Corporation (TI Corp), sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

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As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well as ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.

In addition to continuing to make progress on your [2021 mandate letter](#), I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization.

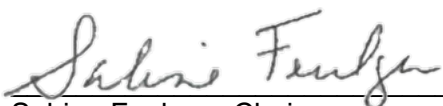
Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by summer 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Rob Fleming
Minister



Sabine Feulgen, Chair
Transportation Investment Corporation
Date: June 26, 2023



Nicole Asselin, Director
Transportation Investment Corporation
Date: June 26, 2023



Terry Brown, Director
Transportation Investment Corporation
Date: June 26, 2023



Allan Bruce, Director
Transportation Investment Corporation
Date: June 26, 2023



Glen Copping, Director
Transportation Investment Corporation
Date: June 26, 2023



Marina Pratchett, Director
Transportation Investment Corporation
Date: June 26, 2023



Gigi Chen-Kuo, Director
Transportation Investment Corporation
Date: June 26, 2023

cc: Honourable David Eby, KC
Premier

Shannon Salter
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Mary Sue Maloughney
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Kaye Krishna
Deputy Minister
Ministry of Transportation and Infrastructure

Nicole Asselin, Director
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Marina Pratchett, Director
Transportation Investment Corporation

Gigi Chen-Kuo, Director
Transportation Investment Corporation

Amanda Farrell
President and CEO
Transportation Investment Corporation