

Transportation Investment Corporation

2022/23 – 2024/25 Service Plan

February 2022



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Board Chair's Accountability Statement



The 2022/23 – 2024/25 Transportation Investment Corporation (TI Corp) Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 2022 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Transportation Investment Corporation'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.

A handwritten signature in cursive script that reads "Sabine Feulgen".

Sabine Feulgen
Board Chair

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Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how TI Corp will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [Crown Agency Mandate Letter](#).

TI Corp has been established pursuant to the *Transportation Investment Act* and is a wholly-owned subsidiary of the BC Transportation Financing Authority (BCTFA).

TI Corp's strategic direction and mandate have been set by the Minister Responsible, the Minister of Transportation and Infrastructure, as per the [2021/22 Mandate Letter](#). The current corporate goals reflect TI Corp's focus on the priorities set for the organization and the mandate as outlined below:

- Provide cost effective and flexible delivery, including procurement and commercial oversight, of selected major projects assigned to it by the Province.
- Apply effective and consistent risk management, project and financial processes and controls to all assigned projects.
- Build capacity within TI Corp, and by extension the public service, for delivery of major capital projects.

Operating Environment

Infrastructure development continues to be a key priority for Government and helps to support a sustainable economy while contributing to B.C.'s COVID recovery plan. As part of the team moving development forward, TI Corp and its portfolio of responsibilities continue to grow. To best serve its mandate over the Service Plan period, TI Corp's priorities include both corporate and project-specific goals.

The organization is responsible for the delivery of major infrastructure projects for the Ministry of Transportation and Infrastructure (MOTI) and the Ministry of Tourism, Arts and Culture (TACS). The Pattullo Bridge Replacement Project (PBR) is well into major construction and will provide important improvements for everyone using the new bridge, including people who are driving, cycling or walking, as well as the communities of Surrey and New Westminster. Construction is underway at all six stations of the Broadway Subway Project (BSP) along the 5.7 km extension of the Millennium Line SkyTrain in Vancouver. The extension will save transit time for commuters and relieve congestion along Broadway. The fourth and final phase of the Highway 1 Kicking Horse Canyon Project (KHCP4) is on track and will bring safety improvements by realigning and widening of 4.8 kilometres to four lanes. Other projects are in the procurement phase. Along with MOTI, TI Corp is delivering the Highway 99 Tunnel Program which includes the Steveston Interchange Project (SIP) set to begin construction in June 2022, as well as the Fraser River Tunnel Project (FRTP) that is planned to enter procurement in 2023. Working closely with the Royal BC Museum (RBCM) and TACS, the Collections and Research Building Project (CRB) is nearing the end of procurement and is expected to be in construction this summer. The project budgets under procurement and delivery total \$9.3 billion.

Other projects are in the planning phase. The next stage of the Royal BC Museum Modernization is the potential redevelopment of the downtown Victoria site. The business case is now complete and with Government for consideration. Finally, the organization is also developing the Surrey Langley SkyTrain (SLS) business case for Government's consideration. This project is being delivered as one consolidated project with advanced work underway and completion expected in 2028.

TI Corp continues to work with BC Infrastructure Benefits Inc. (BCIB) to implement the Community Benefits Agreement (CBA) on each of our three initial projects (BSP, PBR, KHCP4). The CBA is designed to support the development of a sustainable skilled construction workforce in British Columbia.

Refer to Appendices B and C for an overview of the governance structure for TI Corp's assigned major projects.

At the corporate level, TI Corp continues to build internal capacity. Dedicated risk management personnel have been added to strengthen that key facet of project management. Hiring and retaining reskilled and experienced staff, succession planning at the executive level, and fostering mentorship programs are all part of building a successful and sustainable organization. Training and development across the organization is also a corporate priority this fiscal year.

TI Corp continues to develop processes and policies to ensure a framework for the consistent and effective delivery of infrastructure projects. Project controls, scheduling, cost estimation, and

stakeholder management are all using enhanced IT systems to bring uniformity across projects and better manage our oversight of project contractors. The procurement of a new comprehensive and specialized record management and document control system is underway. Enhanced risk management is also a priority for fiscal 2022/23.

Performance Planning

Goal 1: Effectively deliver major transportation projects.

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

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

Key Strategies

- Engaging Infrastructure BC and working with the Ministry of Attorney General to ensure consistency of approach and documentation of procurement activities.
- Maintaining a strong working relationship with BCIB to support the implementation of the CBA for each relevant project.
- Adopting a proactive approach to risk management, which incorporates the guidelines of the Risk Management Branch, and allows for the early identification and effective management of risks through all phases of project delivery.
- Applying best practices to project management, with particular emphasis on cost and schedule management.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Executed Project Agreement ^{1, 2}	0	2	0	1
1.1b Percentage of preferred proponent proposals within affordability requirement ^{1, 2}	100%	100%	100%	100%
1.1c Percentage of projects within budget	100%	100%	100%	100%
1.1d Projects and substantial completion dates ³				
PBR – 2024	On target	On target	On target	On target
BSP – 2025	On target	On target	On target	On target
KHCP4 – 2024	On target	On target	On target	On target
CRB – 2025	On target	On target	On target	On target
SIP – 2025	On target	On target	On target	On target
FRTP – 2030	On target	On target	On target	On target

Data source: 1.1a Executed project agreements; 1.1b RFP financial submissions; 1.1c Project financial forecasts; 1.1d Project schedule forecasts

¹ Targets reflect the following major projects assigned to TI Corp: Collections and Research Building (CRB) (2022/23 Forecast), the Steveston Interchange Project (SIP) (2022/23 Forecast), the Fraser River Tunnel Project (2024/25 Forecast).

² Targets will be adjusted if new projects are assigned to TI Corp.

³ Reflects current Treasury Board approved project schedules.

Linking Performance Measure to Objective

1.1a Achieving an executed Project Agreement for an assigned major project represents a significant milestone in the project life cycle. This agreement provides greater confidence in the total project cost and schedule, including the efficient allocation of risks to the parties best able to manage them.

1.1b Delivering projects on or under the affordability requirements contributes to Government's ability to effectively make planned investments in other critical public infrastructure. The affordability requirements for financial proposals are set as part of the request for proposals stage of the procurement process for the primary contracts for each assigned major project.

1.1c/d Continuous management, monitoring, and forecasting of the total project cost and completion date for each assigned major project is required to achieve the approved parameters for each project.

Discussion

The targets reflect new approved projects including CRB, SIP and FRTP. In relation to PBR, on-site investigative work and permitting approvals from provincial and federal authorities took longer than anticipated due to the complexities of this large infrastructure project and challenges presented by the COVID-19 pandemic. As a result, the construction timeline has been adjusted, with a new approved schedule for bridge opening in 2024.

1.1d is formatted differently than last year's measure related to substantial complete dates for each project. This year's measure includes information specific to each project.

Goal 2: Effective management and financial control across all assigned major projects.

Objective 2.1: Ensure project management plans, systems, and reporting procedures are in place.

Key Strategies

- Continue to develop and maintain a corporate organizational and governance structure that supports effective management and oversight of major capital projects.
- Regular progress reporting to the TI Corp Board, Government and the public.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1a Percentage of project management plans and processes fully developed and operational	100%	100%	100%	100%
2.1b Number of Monthly Status Reports (MSR) ¹	43	58	60	69

Data source: 2.1a Project management plans; 2.1b Monthly Status Reports . Performance measure 2.1b has been updated to reflect the accurate name of the progress reports. 2021/22 forecast and 2022/23 targets for performance measure 2.1 b have been adjusted from the last service plan to reflect the number of projects that will be submitting MSRs over the term of the service plan.¹ Targets reflects monthly reporting to the public for the major projects currently assigned to TI Corp: PBR, BSP, KHCP4, CRB, SIP as well as FRTP.

Linking Performance Measure to Objective

2.1a Effective project management plans and process support the application of best practices and consistency across the portfolio of assigned major projects.

2.1b Regular reporting supports oversight and transparency on key areas such as cost and schedule performance, and risk management.

Discussion

Targets for performance measure 2.1b are calculated based on an estimated 12 MSRs per year, per project. The Highway 99 Tunnel program projects (SIP and FRTP) start reporting at issuance of the RFP. MSRs for the SIP began in September 2021, and it is expected that the FRTP will release MSRs in July 2024. The CRB will release MSRs starting in July 2022 after the contract is awarded.

Goal 3: Build capacity within the public service for delivery of major capital projects.

Objective 3.1: Continue developing TI Corp’s organization, its capabilities and competencies for the effective delivery of major capital projects.

Key Strategies

- Identify and define major capital project delivery competencies and qualifications, and the associated key roles at both the corporate and project team level.
- Align project team roles to the level of project complexity.
- Establish technical and project leadership career paths for promoting the development of the key project delivery roles.
- Effective use of contract resources to support to the projects, training and development.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a Employee Training (% of employees engaged in training) ¹	88%	75%	75%	75%
3.1b Employee Retention (% voluntary turnover)	7%	Less than 10%	Less than 10%	Less than 10%

Data source: Employee training records

¹Performance measure targets begin in 2021/22 as the organizational structure and staffing have been solidified.

Linking Performance Measure to Objective

3.1a A training target recognizes the importance of investing in employee development to build organizational capacity and to allow new and existing staff the ability to excel in their roles. Training opportunities include internal training and external training/education.

3.1b An employee retention target reflects the value to the public sector in retaining major project delivery expertise, which provides for knowledge transfer to new employees and continuity in major project delivery practices.

Discussion

In reference to 3.1a and 3.1b, TI Corp has successfully achieved and exceeded the training target. Also, the organization has retained the vast majority of its staff.

Financial Plan

Financial Summary

(\$000)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue				
Provincial grants	21,103	29,581	31,741	31,954
Other revenues	40	40	40	40
Total Revenue	21,143	29,621	31,781	31,994
Total Expenses				
Salaries and benefits	16,461	24,589	26,910	27,150
Other operating costs	4,677	5,032	4,871	4,844
Highway and Bridge Operations	5	0	0	0
Total Expenses	21,143	29,621	31,781	31,994
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:

- The forecast reflects management and oversight expenses to deliver currently assigned major projects, which include the Pattullo Bridge Replacement, Broadway Subway, Kicking Horse Canyon – Phase 4, the Highway 99 Tunnel Program and the Collections and Research Building projects.
- The forecast reflects management expenses relating to the updated business case for the RBCM Modernization and the development of a business case for the Surrey Langley SkyTrain (SLS) Project. The forecast also includes project management costs to deliver both of these projects, based on a similar structure as existing projects being delivered.
- Forecasts assume all management and oversight expenses relating to transportation sector projects are fully recovered from the BCTFA and expenses relating to the RBCM Collections and Research Building and downtown site modernization are also fully recovered from the RBCM/TACS.
- Forecasts include additional staffing, corporate overhead, project-specific contractors, estimated wage increases to support the projected organizational capacity required to deliver future projects.

Forecasted key risks and sensitivities include:

- A significant portfolio of projects in the implementation and planning phases has resulted in organizational capacity risk to support current and future projects being executed by TI Corp. TI Corp continues to innovate and generate new strategies to secure the skilled and experienced staff required to achieve its objectives. Some of these strategies revolve around retention, diversity, and mentoring.
- 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.

Management’s Perspective on the Financial Outlook

For the fiscal years 2022/23 – 2024/25, TI Corp has forecasted and planned management resources to deliver two additional major projects, Surrey Langley SkyTrain Project and the RBCM Modernization project, as both projects’ business cases are anticipated to move forward for Government consideration in 2022. Planning for these projects includes a full complement of project delivery resources and corresponding overhead expenditures for the life of the project. The associated risks of incorporating these projects in our financial outlook would include, funding risk if the projects do not proceed, in which case TI Corp would not move forward with the resourcing plans, and organizational capacity risk, which TI Corp has a comprehensive recruiting plan to resource for key personnel.

Capital Expenditures

- TI Corp is a subsidiary of B.C. Transportation Finance Authority (BCTFA), with a mandate to provide procurement, delivery and commercial oversight of major capital transportation projects: the Pattullo Bridge Replacement, Broadway Subway, Kicking Horse Canyon Project – Phase 4 and the Highway 99 Tunnel Program. TI Corp is also developing the Surrey Langley SkyTrain (SLS) business case for Government consideration in 2022. These capital projects are owned and funded by the BCTFA and are reported on through the Ministry of Transportation and Infrastructure’s Service Plan.
- TI Corp is authorized under OIC 548/2020, to engage in and conduct businesses related to the delivery of the RBCM Modernization project, which includes the Collections and Research Building and the downtown Victoria site. TI Corp will deliver the Collections and Research Building Project and working with TACS, RBCM and Infrastructure BC has developed an updated business case for the downtown Victoria site for Government consideration. The CRB is owned by the RBCM and is funded through grants provided by TACS. This capital project is reported on through TACS Service Plan and the RBCM Service Plan.

Appendix A: Additional Information

Corporate Governance

[TI Corp Board of Directors](#)

[Mandate Letter](#)

Organizational Overview

[Plans and Reports](#)

Ministry of Transportation and Infrastructure

[Service Plan](#)

Ministry of Tourism, Arts, Culture, and Sport

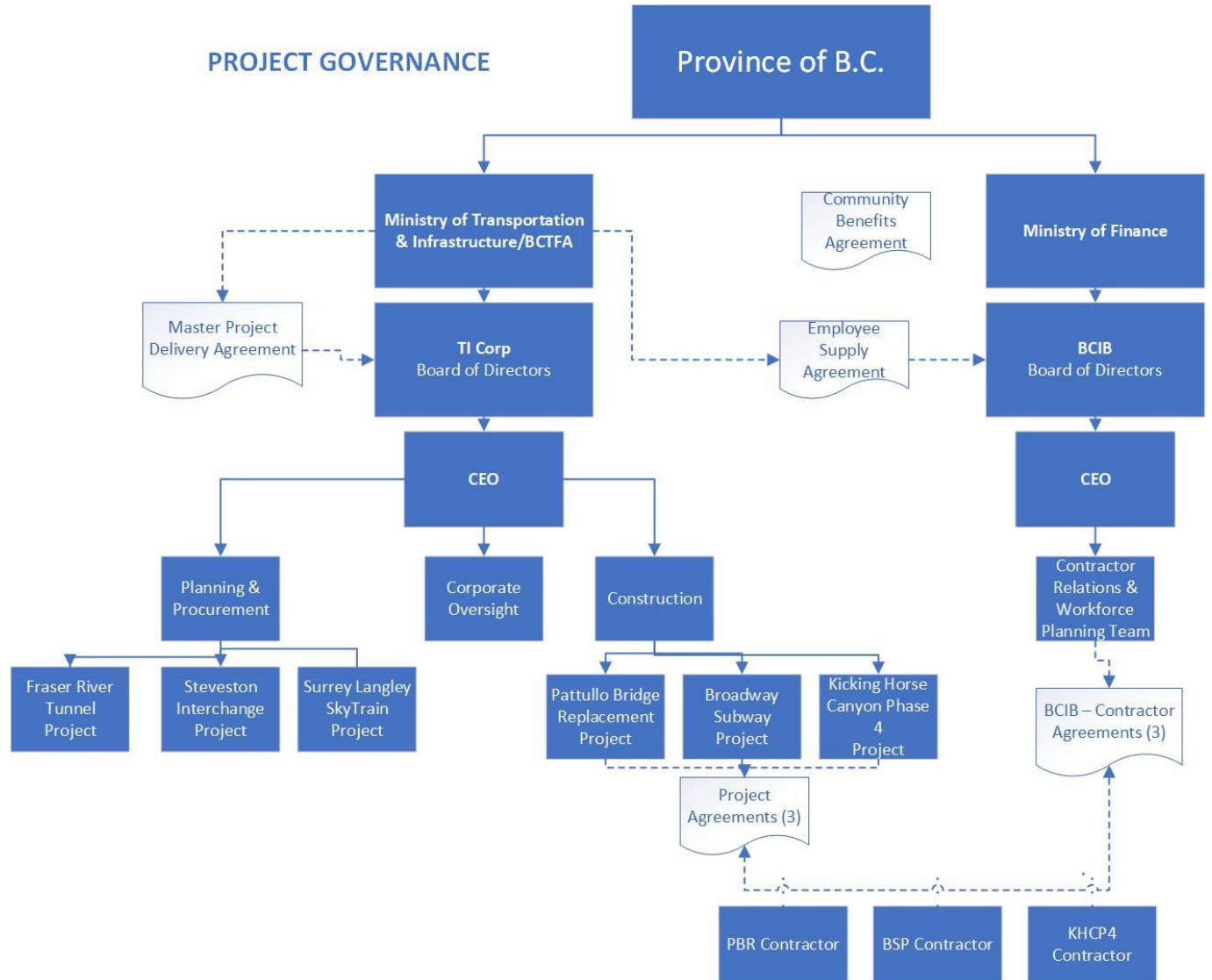
[Service Plan](#)

Royal BC Museum

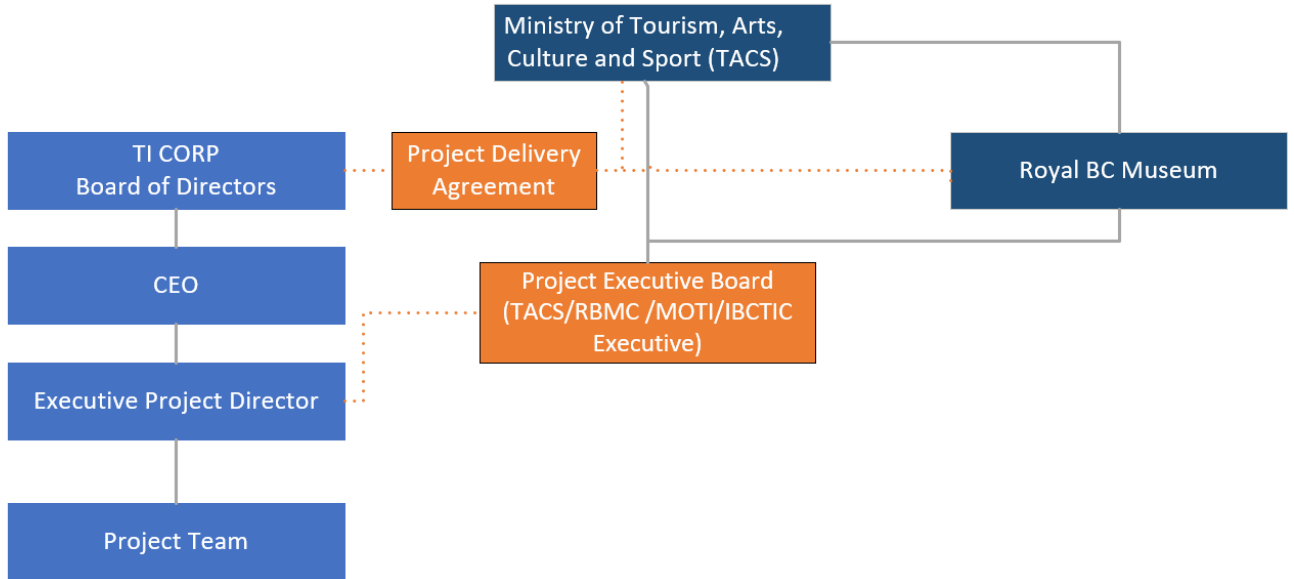
[Service Plan](#)

Appendix B: Project Governance

MOTI Projects



TACS/RBCM Projects



Appendix C: Crown Mandate Letter from the Minister Responsible



May 27, 2021

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

Reference: 300575

Dear Chair Feulgen:

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for the Transportation Investment Corporation (TI Corp), on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to TI Corp, about priorities and expectations for the coming fiscal year.

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and



enhance the public services people rely on and make life more affordable for everyone.

- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** 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. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including 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.



- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office (CABRO), with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for TI Corp, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Deliver each assigned major project within the approved parameters (scope, schedule and budget). Any material changes to these parameters must be approved by the Ministry of Transportation and Infrastructure (MOTI), Ministry of Tourism, Arts, Culture and Sport (TACS), and/or Treasury Board.

Continue to develop and maintain a governance and organizational structure that supports informed decision-making and management of the assigned projects.

The assigned projects include:

- Pattullo Bridge Replacement (PBR) Project;
- Broadway Subway (BSP) Project; and
- Kicking Horse Canyon - Phase 4 (KHCP4).

In addition,

- Business Case, procurement and delivery for George Massey Crossing Project (GMC) (subject to approval and direction from Treasury Board);
- Procurement and delivery for Collections Research Building Project (CRB) (subject to Treasury Board approval of a Report Back);



- Concept Plan development for Surrey-Langley SkyTrain (subject to approval and direction from Treasury Board); and
- Develop updated Business Case for the Royal BC Museum Modernization Project (subject to approval and direction from Treasury Board).
- Maintain a strong working relationship with BC Infrastructure Benefits Inc. (BCIB) to support the implementation of the Community Benefit Agreement for the assigned projects.
- Ensure project management plans, systems, financial controls, and reporting procedures are in place. This includes implementing project management IT systems (including a document management system and a stakeholder management system) that are compatible with those used by the contractors to ensure appropriate systems and processes to effectively manage the assigned projects.
- Continue developing TI Corp's organization by building public sector capacities and competencies to deliver on its commitments and the effective delivery of the assigned projects.

Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

I look forward to continuing to work with you and your Board colleagues to build a better B.C.

Sincerely,


Rob Fleming
Minister

Date: May 27, 2021



Sabine Feulgen, Chair
Transportation Investment Corporation

Date: June 4, 2021



A handwritten signature in blue ink, appearing to read "Nicole Asselin".

Nicole Asselin, Director
Transportation Investment Corporation

Date: June 6, 2021

A handwritten signature in blue ink, appearing to read "Terry Brown".

Terry Brown, Director
Transportation Investment Corporation

Date: June 4, 2021

A handwritten signature in blue ink, appearing to read "Glen Copping".

Glen Copping, Director
Transportation Investment Corporation

Date: June 4, 2021

A handwritten signature in blue ink, appearing to read "Marina Pratchett".

Marina Pratchett, Director
Transportation Investment Corporation

Date: June 4, 2021

A handwritten signature in blue ink, appearing to read "Allan Bruce".

Allan Bruce, Director
Transportation Investment Corporation

Date: June 7, 2021



Enclosure

cc: Honourable John Horgan
Premier

Lori Wanamaker
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

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Kaye Krishna
Deputy Minister
Ministry of Transportation and Infrastructure

Amanda Farrell
President and CEO
Transportation Investment Corporation