



February 10, 2020

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

Reference: 291925

Dear Chair Feulgen:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in leading your organization and helping government deliver on our priorities to British Columbians.

Government remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of B.C. citizens are identified through their elected representatives, the members of the Legislative Assembly.

This Letter of Direction, which I am sending in my capacity as Minister responsible for Transportation Investment Corporation (TI Corp), on behalf of the Executive Council, communicates those expectations for your agency. It sets out overarching government priorities that will inform your agency's policies and programs, as well as specific direction on priorities and expectations for the coming fiscal year.

Our goal is to build a strong, sustainable economy that works for everyone. We are committed to working with you and other Crown Agencies to provide quality, cost-effective services to British Columbia families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens and Framework for Improving British Columbians' Standard of Living to policy development, we will ensure that equity is reflected in government budgets, policies and programs. You are encouraged to apply the GBA+ lens in your Crown Agency operations and programs. In the same vein, appointments to agencies, boards and commissions reflect government's direction to promote equity and leadership at senior levels in the public and private sectors, with a view to building strong public sector boards that reflect the diversity of British Columbia.

Two key priorities that will underpin lasting prosperity are advancing reconciliation with Indigenous Peoples and moving towards a low-carbon economy.



In November 2019, government passed the *Declaration on the Rights of Indigenous Peoples Act* which represents a crucial step towards true and lasting reconciliation. In keeping with the Calls to Action of the Truth and Reconciliation Commission, the Act was developed in collaboration with the First Nations Leadership Council to create a framework for reconciliation in B.C. All Crown Agencies are expected to incorporate the *Declaration on the Rights of Indigenous Peoples Act* and Calls to Action of the Truth and Reconciliation Commission within their specific mandate and context.

Announced in December 2018, the CleanBC plan puts our province on the path to a cleaner, better future – with a low-carbon economy that creates opportunities while protecting our clean air, land and water. As part of the new accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization plans to align operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk. Please be prepared to work with government to report out on these plans and activities.

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 2020/21. This will include online training modules and in-person conferences, as government works to support strong public sector boards that reflect the diversity of British Columbia.

Transportation Investment Corporation's (TI Corp) mandate is to:

- Provide cost effective and flexible delivery, including procurement and commercial oversight, of selected major projects assigned to it by the Province and be accountable and report to BC Transportation Finance Authority (BCTFA) as the owner of the assigned projects through me as the Minister Responsible.
- 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.



As the Chair of BCTFA and as the Minister Responsible, I expect that you will make substantive progress on the following priorities and incorporate these priorities when developing the organization's goals, objectives and performance measures:

- Deliver each assigned major project (currently Kicking Horse Phase 4; Pattullo Bridge Replacement Project and the Broadway Subway 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) 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;
- Continue to work collaboratively with BCTFA/MoTI and the Ministry of Finance to implement a framework for independent third-party performance management assurance of major projects that includes ongoing assessment and mitigation of risks, particularly in key areas of cost and schedule management;
- 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;
- Continue to implement project control processes and tools that take into consideration the applicable recommendations of the Office of the Auditor General of British Columbia (OAG) review of the Evergreen Line Rapid Transit System and the Port Mann Highway 1 review; and
- Continue developing TI Corp's organization, its capacities and competencies for the effective delivery of the assigned projects.

Each board member is required to sign the Letter of Direction to acknowledge government's direction to your organization. The signed Letter of Direction is to be posted publicly on your organization's website in spring 2020.

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

Sincerely,

Claire Trevena
Minister

10th February 2020

Date:



Sabine Feulgen
Sabine Feulgen, Chair
Transportation Investment Corporation

February 13, 2020
Date:

Grant Main
Grant Main, Director
Transportation Investment Corporation

Date: *11/02/2020*

Lori Wanamaker
Lori Wanamaker, Director
Transportation Investment Corporation

Feb 12/20
Date:

Enclosure

cc: Honourable John Horgan
Premier

Don Wright
Deputy Minister to the Premier and Cabinet Secretary

Lori Wanamaker
Deputy Minister
Ministry of Finance

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

Grant Main
Deputy Minister
Ministry of Transportation and Infrastructure

Amanda Farrell
President and CEO
Transportation Investment Corporation