

Transportation Investment Corporation

2024/25 – 2026/27 Service Plan

February 2024



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Board Chair's Accountability Statement



The 2024/25 – 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 2024, 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 cursive script that reads "Sabine Feulgen". The ink is dark and the signature is fluid and legible.

Sabine Feulgen
Board Chair, Transportation Investment Corporation
February 9, 2024

Table of Contents

Board Chair's Accountability Statement	3
Strategic Direction.....	5
Purpose of the Organization and Alignment with Government Priorities.....	5
Operating Environment	5
Annual Economic Statement	7
Performance Planning	8
Financial Plan	15
Appendix A: Mandate Letter from the Minister Responsible	17

Strategic Direction

In 2024/25, the Government of British Columbia will remain focused on providing the services and infrastructure that people depend on to build a good life. Government will continue delivering results that matter to British Columbians including helping people with costs, attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy. Government will continue working collaboratively with Indigenous Peoples as it implements the Action Plan for the Declaration on the Rights of Indigenous Peoples Act and delivers initiatives that advance reconciliation in ways that make a difference in communities throughout the province.

This 2024/25 service plan outlines how Transportation Investment Corporation (TI Corp) will support the government's priorities and selected action items identified in the most recent [Crown Agency Mandate Letter](#).

Purpose of the Organization and Alignment with Government Priorities

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 in the following ways:

- Building the transportation links needed to advance the movement of British Columbians and vital goods around the province quickly, efficiently, and in a way that supports a sustainable province for future generations;
- Expanding infrastructure to support the Province's economy during a period of significant growth that allows British Columbia to continue to be an important international gateway to Canada;
- Extending reliable transportation networks that support community safety and the construction of new homes;
- Collaborating and engaging with Indigenous Peoples, the public, and stakeholders to ensure infrastructure projects contribute to an inclusive and sustainable province; and
- Maintaining an effective fraud risk management policy to identify and mitigate fraud.

Operating Environment

TI Corp is responsible for the delivery of \$13.1 billion in capital infrastructure on behalf of the Ministry of Transportation and Infrastructure (MOTI 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) – in construction (with substantial completion in November 2023 and total completion scheduled for spring 2024)
- [Highway 99 Tunnel Program](#):
 - Steveston Interchange Project (SIP) – in construction
 - Fraser River Tunnel Project (FRTP) – in procurement
- [Surrey Langley SkyTrain Project \(SLS\)](#) – in procurement

In addition, TI Corp is providing support to a number of other Ministry of Transportation and Infrastructure Projects, including the procurement and delivery of the Jumping Creek Project (part of the Trans Canada Highway Improvement program), and technical support for planning for the extension of the Millennium Line from the terminus of the Broadway Subway Project at Arbutus Street to the University of BC.

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 Project (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, supply chain challenges, rising interest rates 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 public infrastructure is delivered while increasing market interest and competition.

Through the 2024/25-2026/27 service plan period., TI Corp will continue to implement the Provincial Environmental, Social and Governance (ESG) Framework for Capital. 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 capacity in the public sector to deliver complex major projects continues to be a key priority for the organization. Along with 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, commercial and contract management, as well as environment, Indigenous relations, and stakeholder management.

In the coming fiscal, TI Corp will continue to build on this foundation, through robust hiring, retention, and succession planning strategies and by fostering 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.

Annual Economic Statement

B.C.'s economy posted modest growth last year as interest rate increases weighed on the economy, and employment continued to expand, supported by immigration. Inflation in the province continued to ease and the Bank of Canada has not raised its policy interest rate since July 2023. The impact of higher rates on borrowing costs and elevated household debt led to lower consumer spending and reduced home sales. Lumber, natural gas and coal prices declined in 2023, reducing the value of the province's goods exports. Meanwhile, there was a record number of housing starts in the province in 2023. There is uncertainty over the transmission of high interest rates to the residential construction sector and the duration of slower growth for the rest of the economy in B.C. and among our trading partners. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 0.9 per cent in 2023 and expects growth of 0.5 per cent in 2024 and 2.1 per cent in 2025. Meanwhile for Canada, the EFC estimates growth of 1.1 per cent in 2023 and projects national real GDP growth of 0.5 per cent in 2024 and 1.9 per cent in 2025. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The risks to B.C.'s economic outlook continue to center around interest rates and inflation, including the risk of price increases stemming from geopolitical conflicts, the potential for interest rates remaining higher for longer, and uncertainty around the depth and timing of the impact on housing markets. Further risks include ongoing uncertainty regarding global trade policies, lower commodity prices, climate change impacts and the volatility of immigration levels.

Performance Planning

Goal 1: 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.
- Continue to maintain a strong working relationship with project partners to support the implementation of labour agreements for each relevant project.
- 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.
- Apply best practices to project management, with particular emphasis on cost and schedule management.

Discussion

Together, these strategies provide a framework so that complex major projects can be effectively initiated, managed and controlled. The projects involve significant risk, and it is important that contracts are developed and take into account prevailing market conditions and that there is a clear understanding of the risk allocation between the public and private sector. Once contracts are in place, project controls are implemented to track key project parameters, including safety, quality, scope, schedule and budget. 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.

Performance Measures

Performance Measure	2022/23 Actuals	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.1a Number of major project procurements that result in an executed major project contract ¹	2	2 ²	2 ³	1 ⁴	0
1.1b Percentage of projects within budget approved at contract award ⁵	100%	100%	100%	100%	100%

Performance Measure	2022/23 Actuals	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.1c Projects: substantial completion dates ⁶					
PBR – 2024	On target	At risk ⁷	At risk ⁷	n/a ⁸	n/a ⁸
BSP – 2026 ⁹	Amended	On target	On target	On target	On target
KHCP4 – 2024	On target	On target	n/a ⁸	n/a ⁸	n/a ⁸
SIP – 2025	On target	On target	On target	On target	n/a ⁸
F RTP – 2030	On target	On target	On target	On target	On target
SLS – 2028	On target	On target	On target	On target	On target

Data source: 1.1a Executed project contracts; 1.1b Project financial forecasts; 1.1c Project schedule forecasts.

¹Targets are based on major projects assigned to TI Corp and will be adjusted if assignments change.

²Forecast for fiscal year 2023/24 assumes award of two contracts (Guideway and Stations) for the SLS Project.

³Target measure for fiscal year 2024/25 assumes execution of a Design Early Works Agreement (DEWA) for F RTP and one SLS contract for Systems.

⁴Target measure for 2025/26 assumes execution of a Design Build Agreement for F RTP.

⁵Target measure is set at contract award when competitive selection process is complete.

⁶Target reflects project schedules approved by Treasury Board.

⁷Schedule-related risks are being monitored. The Project has been subjected to significant challenges including supply chain issues.

⁸Target no longer applicable as substantial completion will have preceded indicated forecast period.

⁹BSP's year of completion was amended from 2025 to 2026 due to a strike that delayed concrete supply to the project.

Discussion

Achieving an executed major project contract, as referenced in performance measure 1.1a, represents a significant milestone in the project life cycle for an assigned project and shows progress towards achieving the objective and goal. Successful completion of a procurement resulting in a project contract provides confidence in the total project cost and schedule, including the efficient allocation of risks to the parties best able to manage them.

Performance measures 1.1b and 1.1c track the management, monitoring, and forecasting of the total project cost and completion date for each assigned major project which are key requirements to delivering on this goal. Targets were developed based on projected progress of projects as set at contract award. In the case of 1.1b, the measure is set at contract award, rather than business case approval, reflecting the volatility in pricing of key inputs over the last two years, making it more appropriate to benchmark actual market pricing once a competitive selection process is complete. The target of 100% remains constant over time, it represents the expectation of delivering projects within the budget defined and approved by the Province.

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

Objective 2.1: Ensure processes, systems, and reporting procedures are in place, effective and governed appropriately.

This objective provides the framework for effective oversight, management, and governance of assigned projects can be measured.

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 the TI Corp Board and additional project assurance through project-specific due diligence committees.
- Regular progress reporting to the TI Corp Board, Government and the public.

Discussion

Continuous improvement, robust corporate structures and reporting are critical to achieving the objective and are of particular importance as the number of projects assigned to TI Corp increases. Over the past year, the TI Corp executive has been restructured to increase focus on specific project types (with a VP overseeing transit, and a separate VP overseeing road, bridge and tunnel projects), as well as creating a Chief People and Culture Officer position to reflect the importance of attracting and retaining the skill sets required to deliver major projects in a very competitive market. In the 2024/25 service planning year, the organization continues to strengthen in-house expertise both at the project and corporate levels. Project-specific due diligence committees also continue to play a key role, meeting regularly with project teams to discuss progress and any issues of concern, and reporting out to the TI Corp Board at least twice per year for each project. In addition, TI Corp meets frequently with the Ministry of Transportation and Infrastructure on project progress, provides quarterly reports to Government as part of budget reporting, and releases Monthly Project Reports for projects that are under construction.

Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
2.1a Percentage of project budget and risk registers reviewed quarterly by TI Corp Executive	100%	100%	100%	100%

Data source: 2.1a Project budget and risk registers

Discussion

This target 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. These registers are reviewed by TI Corp’s executive team quarterly. This measure has replaced the previous performance measure 2.1a (Percentage of project management plans and processes fully developed and operational) included in Service Plan 2023/24 – 2025/26 as it offers a more detailed accounting of project management controls.

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
2.1b Number of Executive Safety Review meetings held annually for in-construction projects	10	10	10	10

Data source: 2.1b TI Corp Occupational health and safety manager

Discussion

This measure is a new addition to Goal 2. Executive Safety Review meetings are held 10 times a year to review incidents, results of monthly spot audits and weekly observation reports across all in-construction projects. These meetings provide an opportunity for a comprehensive discussion of the organization’s safety management oversight and protocols and to identify any opportunities for improvement.

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
2.1c Percentage of Quality Management System reports reviewed monthly for in-construction projects	100%	100%	100%	100%

Date Source: 2.1c Executive project directors

Discussion

This measure is a new measure for Goal 2. For each assigned project, the project contractor is required to submit a monthly quality report, as part of the Quality Management System. These reports are reviewed in detail by each respective TI Corp project team to ensure quality management processes are effective. These reports address all quality management activities and any outstanding quality issues from prior months.

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
2.1d Percentage of Monthly Status Reports (MSRs) issued monthly	100%	100%	100%	100%

Data source: 2.1d Monthly Status Reports

Discussion

MSRs are a monthly report that are released publicly to describe project progress across all disciplines. Previously, MSRs were initiated at the start of procurement. Going forward, reporting will begin 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. This measure was modified from the performance measure 2.1b (Number of Monthly Status Reports) in Service Plan 2023/24 – 2025/26 to better reflect the success of this reporting requirement.

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.

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

- Monitor the executive organizational restructure to ensure it supports the effective management and delivery of assigned major projects.
- 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.
- Use contracted resources effectively to support project delivery, and employee training and development.

Discussion

TI Corp's efforts to continue to align the management structure and roles and establish career paths in support of organizational development remain important to achieving the goal. 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. As noted under Goal 2, the TI Corp executive team has been reorganized to include a Chief People and Culture Officer, recognizing the importance of developing and maintaining a highly skilled workforce to effectively deliver TI Corp's mandate.

Performance Measures

Performance Measure[s]	2022/23 Actuals	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3.1a Percentage of employees engaged in training annually	99%	75%	75%	75%	75%

Data source: 3.1a Public Service Agency Learning Management System and TI Corp human resources training participation records.

Discussion

Performance measure 3.1a notes the importance of supporting and tracking employee training which directly increases TI Corp's capabilities and competencies for the effective delivery of major capital projects.

Annual training includes internal formal mentorships, BC Public Service Agency Learning Hub courses, and external opportunities such as support for professional designations continuing education. TI Corp will strive for the performance achieved in 2022/23 as it welcomes new employees and advances others to new opportunities within TI Corp.

Performance Measure[s]	2022/23 Actuals	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3.1b Percentage of employee voluntary turnover	12%	Less than 10%	Less than 10%	Less than 10%	Less than 10%

Data source: 3.1b Public Service Agency – Strategic Human Resources Self Service Reports.

Discussion

Attracting and retaining people highly skilled people is critical to being able to deliver TI Corp's mandate. By tracking employee voluntary turnover, performance measure 3.1b allows TI Corp to monitor how internal retention practices are working. 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 3.1b over the upcoming year to evaluate whether any adjustment is necessary within current labour markets.

Performance Measure[s]	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3.1c Percentage of new employees participating in formal orientation and onboarding processes	100%	100%	100%	100%

Data source: 3.1c TI Corp human resources department.

Discussion

Performance measure 3.1c recognizes the importance of comprehensive onboarding of new employees to ensure a cohesive organizational approach and encourages a positive corporate culture. This new measure will support cohesion within the organization as employee numbers grow; the onboarding and orientation process is intended to communicate and instill the organization’s values and culture with new staff as early as possible.

Financial Plan

Financial Summary

(\$000)	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
Total Revenue				
Project delivery	43,512	59,827	59,954	61,416
Other revenues	476	547	547	547
Total Revenue	43,988	60,374	60,501	61,963
Total Expenses				
Salaries and benefits	33,418	47,227	50,554	52,898
Other operating costs	10,570	13,147	9,947	9,065
Total Expenses	43,988	60,374	60,501	61,963
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 to deliver currently assigned major projects, which include the PBR, BSP, KHCP4, the Highway 99 Tunnel Program (including SIP and F RTP) 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 RBCM/TACS.
- Expenditures related to its organizational structure (staff salaries and benefits) and operational costs (e.g., board and governance related costs, project-specific contractors, office rent, IT costs, travel, other corporate overhead) to support organizational capacity to deliver assigned and future projects.

Forecasted key risks and sensitivities include:

- A significant portfolio of projects in the implementation and planning phases continues to challenge organizational capacity to execute current and future projects. TI Corp is developing new strategies through their strategy plans, to secure the quality and quantity of resources required to achieve its objectives. Some of these strategies revolve around retention, diversity, and employee development.
- 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 2024/25 – 2026/27, TI Corp has forecasted and planned management resources to deliver SLS and the Highway 99 Tunnel Program, both of which are projects currently in the procurement phase. 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, KHCP4, SIP and FRTP of the Highway 99 Tunnel Program and SLS. These capital projects are owned and funded by the BCTFA and are reported on through MOTI's service plan.
- Also as described above, TI Corp is authorized by OIC 548/2020, to engage in and conduct business related to the delivery of the CRB. TI Corp will provide services to TACS to support TACS' delivery of CRB, owned by RBCM and funded through grants provided by TACS with capital project reporting through TACS' and RBCM's service plans.

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.

...2/

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.

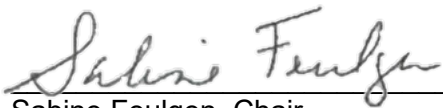
Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by summer 2023.

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