



transportation
investment
corporation

IDEA Strategic Plan

Three-Year Plan for Inclusion, Diversity, Equity & Accessibility

October 11, 2024 / V1

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1. Introduction

1.1 About Transportation Investment Corporation

Transportation Investment Corporation (TI Corp) is responsible for overseeing the procurement, delivery, and commercial management of B.C.'s largest and most complex infrastructure projects, on behalf of the Ministry of Transportation and Infrastructure. Our mission is to plan, resource, and manage project delivery effectively, with the goal of creating lasting benefits from major capital projects that earn the trust and confidence of the people living in British Columbia.

1.2 Our Inclusion, Diversity, Equity, and Accessibility (IDEA) Plan

TI Corp's employees are the key to achieving the organization's mandate. The team is enriched by unique experiences and diverse backgrounds, where each individual brings invaluable perspectives that enhance our decision-making, creativity, and overall effectiveness. Recognizing the importance of fostering an inclusive workplace, we are committed to creating an environment where every voice is heard, respected, and empowered. The Inclusion, Diversity, Equity, and Accessibility (IDEA) Strategic Plan outlines our goals and actionable steps to ensure that diversity is celebrated, equity is prioritized, inclusion is practiced, and accessibility is embedded in our organizational culture.

Although we are still in the early stages of our IDEA journey, actively embracing these principles will help us strengthen our internal culture and foster greater innovation and collaboration in the workplace. This strategy is not a one-time initiative but an ongoing commitment to growth, learning, and accountability.

We are fully committed to building and supporting a diverse workforce that fosters an environment where Inclusion, Diversity, Equity, and Accessibility (IDEA) are prioritized in every aspect of our operations.

2. Framework

2.1 Guiding Principles

Our IDEA strategy is built on the following guiding principles:

Inclusive and Adaptive Initiatives: When developing IDEA initiatives, we prioritize the following principles that are also evident in the [Accessible BC Act](#).

- *Inclusion* – All citizens should be able to participate fully and equally in all aspects of their communities.
- *Adaptability* – It is essential to be flexible and to evolve as needed to ensure that everyone is accommodated and able to fully participate.
- *Diversity* – We celebrate the diversity of our communities, including those from all walks of life, regardless of age, gender, ability, ethnicity, family status, sexual orientation, or experience.
- *Collaboration* – We all share the responsibility for building accessible spaces and we need to work together to make improvements.
- *Self-determination* – We want to empower people with disabilities to be able to make their own choices and access services, facilities, and programs independently.
- *Universal Design* – It is important to proactively consider accessibility when designing buildings, products, or environments so that everyone has equal access.

Nothing About Us Without Us: As outlined by the Government of Canada, we are committed to incorporating the '[Nothing About Us Without Us](#)' strategy. We will endeavor to consult with people who have disabilities before making any changes that may affect them.

Disability Awareness: We are working to gain awareness about the needs of people with the [various types of disabilities](#) that are acknowledged in the 'Canadian Survey of Disability (2017)', including:

- vision (or seeing)
- hearing
- mobility
- flexibility

- dexterity
- pain-related
- learning
- developmental
- mental health-related
- memory

Barrier Awareness: We recognize that accessibility barriers can take many forms, including:

- *Attitudinal Barriers* – treating people with disabilities differently than others. Examples: prejudging their abilities, talking down to them, believing that a person with a disability can not be a good employee
- *Systematic Barriers* – creating policies or procedures that are not equitable or accessible to everyone. Examples: lack of accommodations, inflexible working conditions, rules that affect a person’s access or ability to work
- *Physical Barriers* – obstacles associated with the manmade or natural environment. Examples: stairs, inaccessible parking, small washrooms, non-adjustable counter height
- *Information and Communication Barriers* – inaccessibility of materials and communication methods. Examples: not providing alternate formats; signage that does not include symbols, large print, and Braille; lack of accurate transcripts or closed captions for videos
- *Technological Barriers* – obstacles that are encountered in the digital environment. Examples: websites that can’t be accessed by a screen reader, lack of knowledge and use of accessibility features in software, neglecting to use alternative text for images

We are working towards identifying, mitigating, and preventing these barriers.

Legal Compliance: We adhere to all relevant legislation, including the [Accessible British Columbia Act](#) and the [BC Human Rights Code](#).

Our Values: Additionally, TI Corp’s core values will guide all our goals and actions. Every initiative will be thoughtfully considered to reflect the following values:

- Relationships matter
- We do what we say we do
- Challenges are embraced
- Teamwork builds capacity
- Success is shared

3. About our Committee

The Inclusion, Diversity, Equity & Accessibility (IDEA) Committee comprises of volunteers from all levels of our organization with the goal of representing the diversity of people in British Columbia. The Committee’s focus is to advise and guide TI Corp in its journey towards becoming a more diverse, equitable, inclusive, and accessible organization.

For more details on the committee, please refer to Appendix A – IDEA Committee Terms of Reference on page 9.

4. Monitoring, Evaluation and Reporting

The organization will conduct a review and evaluation of the Inclusion, Diversity, Equity & Accessibility Strategic Plan at least every two years from adoption (2024). The Plan on a Page will be made public on our website within three (3) months of adoption. Updates on our progress will be made every six (6) months.

5. How to Give Feedback

If you would like to provide feedback on our accessibility plan, report barriers that you or others may face when interacting with our organization, or have questions about accessibility, please contact us at IDEA@ticorp.ca.

6. Plan on a Page



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Inclusion, Diversity, Equity and Accessibility



MISSION

Advance inclusion, diversity, equity and accessibility within TI Corp by implementing strategic actions, influencing policies and championing a culture of respect for individuals.



GOALS

Support

Enhance

Improve

Support Inclusion and Diversity.

Enhance Equity.

Improve Accessibility.



OUTCOMES

- Enhance visibility and mitigate barriers to the best of our abilities
- Improve organizational policies and practices
- Meet and exceed legislative requirements
- Ensure all employees feel included, respected, empowered, and actively engaged in advancing inclusion, diversity, equity, and accessibility

7. Three-Year Action Plan

7.1 Year One Actions

Action	Status
1. Create and maintain a TIconnect internal website for IDEA content including team info and resources.	Underway
2. Pilot <i>'get-to-know each other'</i> programs to connect across the organization.	Underway
3. Spread awareness of IDEA committee initiatives and goals.	Not started
4. Start development of an IDEA training program including GBA+.	Not started
5. Provide Rick Hanson training to the committee, JOHS, Facilities and IT so they can provide informed advice to the organization on barriers.	Underway
6. Conduct jurisdictional scan to benchmark IDEA best practices across the Public Service.	Underway
7. Partner with Joint Occupational Health & Safety Committee (JOHSC) to conduct an accessibility review across the organization.	Underway
8. Solicit feedback from employees on accessibility barriers.	Not started
9. Standardize and publish a glossary on IDEA terminology.	Not started
10. Maintain and update calendar of cultural events.	Underway

7.2 Year Two Actions

Action	Status
1. Start annual training & awareness campaigns on barriers to accessibility in the workplace.	Not Started
2. Develop IDEA-related metrics to be monitored through entrance and exit interviews.	Not Started
3. Identify and communicate IDEA related competencies and behaviours to all TI Corp employees	Not Started
4. Form Employee Resource Groups (ERGs) to promote belonging across affinity groups.	Not Started
5. Review existing policies using a GBA+/inclusion lens.	Not Started

7.3 Year Three Actions

Action	Status
1. Start analyzing statistics/data/metrics to understand the impact of IDEA in the workplace.	Not Started
2. Integrate IDEA related competencies and behaviours into performance evaluations.	Not Started
3. Develop a cultural safety plan to support the principles of: self-determination, participation in decision making, respect for and protection of culture, equality & non-discrimination.	Not Started
4. Standardize budget requirements for IDEA initiatives.	Not Started
5. Evaluate and advise pay equity within the organization from a gender and diversity lens.	Not Started
6. Establish professional discipline related communities of practice to help break down project vs. corporate silos.	Not Started
7. Consult with employees to inform and update our next action plan	Not Started

Appendices

Appendix A – IDEA Committee Terms of Reference

1. Purpose

The primary purpose of the IDEA Committee is to champion inclusion, diversity, equity, and accessibility within TI Corp, ensuring that all people we work and engage with have equitable treatment and opportunities. Our aim is to lead and guide TI Corp in its journey towards becoming a more diverse, equitable, inclusive, and accessible organization. We will achieve this by implementing strategic actions, influencing TI Corp policies, and fostering a culture that values and respects individual differences.

2. Scope

The committee will provide advice and insights to help TI Corp address Inclusion, Diversity, Equity and Accessibility (“IDEA”) in recruitment, retention, promotion, training, workplace accommodations, communication, and organizational culture. We will identify gaps, analyze information, and propose solutions to IDEA-related challenges, offering advice, input, and guidance to the organization in implementing these solutions.

The Advisory Committee will develop a Plan on a Page to guide their work. This will include the objectives, goals, expected outcomes and metrics to support the successful roll out of IDEA within TI Corp. Collaboration will be key, as we work across the organization and with leadership to ensure that IDEA principles are seamlessly integrated across all operations.

Evaluation of our success will be based on specific metrics, including diversity hiring rates, employee surveys, completion rates of IDEA training, and improvements in accessibility. Through these measures, we will continuously assess our progress and adapt our approach as needed to drive meaningful change within TI Corp.

2.1 Oversight

The committee's work will be overseen by a designated executive sponsor to ensure alignment with organizational goals, strategic plans and the overall corporate governance of TI Corp.

The committee will maintain active dialogue and transparency in its activities and recommendations, providing regular updates and reports on its progress and challenges on TIConnect.

2.2 Decision-Making

This committee will be empowered to make recommendations and propose initiatives within its scope to the Executive Sponsor.

Policy changes or significant resource allocations will require approval from the Executive Team. The executive sponsor will support the committee in presenting these recommendation(s) to the Executive Team. Upon receipt the Executive team will provide a response on the feasibility and possible next steps within a reasonable timeframe.

2.3 Regulatory Context

This committee will act as the Accessibility Committee in line with the *Accessible BC Act (ABC Act)* to:

- Assist with identification of barriers.
- Advise in removing/preventing barriers.
- Develop an Accessibility Plan on behalf of the organization.
- Update the Accessibility Plan at least once every 3 years on behalf of the organization.

2.4 Standards of Conduct

Members are expected to:

- Act with integrity, good faith, honesty, and due diligence.
- Be prepared and well informed on relevant issues (through reviewing all IDEA materials or otherwise).

- Bring their own experience, wisdom, judgement, and influence to bear constructively on issues.
- Interact with others in a respectful, constructive manner, free from any discrimination or harassment.
- Speak and act independently while remaining a team player.
- Express points of view for IDEA consideration even if they may seem contrary to other opinions previously expressed.
- Ask probing questions when appropriate.
- Listen to and demonstrate curiosity and acceptance for other's perspectives.
- Be adaptable, flexible, and open-minded.
- Exercise a logical, rational approach to problem solving.
- Analyze issues from many perspectives, considering the impact of decisions on the internal and external environment.

3. Membership

3.1 Roles

The committee roles will include:

- A chairperson
- A note-keeper
- An executive sponsor
- Committee members

3.2 Committee Composition

All individuals within TI Corp are welcome to join the committee. The committee will have a maximum of 12 volunteers with the ability to form ad hoc sub-committees for special projects with additional volunteers from TI Corp.

Ideally there will be at least one volunteer from each project and each corporate team. As much as reasonably possible, and taking into account the *ABC Act*, the committee should have at least:

- half the members that self-identify as having a disability,
- at least one indigenous person, and
- reflect the diversity of persons in BC.

3.3 Terms

For the initial launch of the IDEA Advisory Committee, half of the members will be appointed for 18-month terms and the other half will be appointed for 2-year terms. On a going forward basis, this will move to staggered 2-year terms to ensure continuity in the committee. Calls for new members will occur 1-3 months before the end of each term or as vacancies occur. Members have the option to rejoin for additional terms with the expectation that they will step down to make room for new perspectives if new volunteers exceed the maximum size of the committee.

4. Meetings and Reporting

4.1 Meeting Frequency

Meetings will be held monthly initially as the committee and plan is being established.

Going forward the meetings will be held quarterly, with flexibility for ad hoc meetings to be scheduled based on current initiatives and needs.

4.2 Reporting

Progress and recommendations will be communicated through regular reports to leadership and employees, as well as through internal communication channels. The Executive sponsor will ensure there is a two-way dialogue between leadership and this committee and will facilitate and support face-to-face meetings with the executive team as and when required.

The advisory committee will have a separate Microsoft Teams channel to manage materials, interactions, and reporting.

5. Evaluation and Review

The committee will undertake an annual review of its objectives and the impact of its initiatives on the organization's IDEA goals and will update its strategic plan based on input and feedback from the organization.

The Terms of Reference (TOR) will be reviewed and updated every two years to ensure it remains relevant and aligned with TI Corp’s needs and IDEA priorities.

6. Commitment

The IDEA Advisory Committee Members and Executive Team Members commit to upholding these Terms of Reference.

7. Glossary

<p>Inclusion Inclusion is the practice of creating environments in which all individuals or groups feel welcomed, respected, supported, and valued to fully participate.</p> <p>An inclusive and welcoming culture embraces differences and offers respect in words and actions for all people.</p> <p>Diversity Diversity is about recognizing, respecting, and valuing differences among individuals. Differences can include but are not limited to race, ethnicity, sex, sexual orientation,</p>	<p>Accessibility Accessibility refers to the design of products, devices, services, or environments for people who experience disabilities.</p> <p>The concept focuses on enabling access for people with disabilities or special needs and extending the same opportunities to these individuals as those without disabilities.</p> <p>Disability Disability means an inability to participate fully and equally in society as a result of the interaction of an impairment and a barrier. Disability can include and intersect across the</p>
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<p>gender identity, gender expression, age, national origin, health conditions, visible and invisible disabilities, education, socioeconomic status, religion and any other characteristics that make an individual unique.</p> <p>Equity Equity involves ensuring fair treatment, equality of opportunity, and fairness in access to information and resources for all. Unlike equality, which implies treating everyone the same, equity recognizes that people have different needs and circumstances, and allocates resources and opportunities needed to reach an equal outcome.</p>	<p>following segments: vision, hearing, mobility, mental health, neurodiversity, and speech and can be categorized as either permanent, temporary, or situational.</p> <p>Barriers Barriers can be caused by environments, attitudes, practices, policies, information, communications or technologies, and can also be affected by intersecting forms of discrimination.</p> <p>Impairment Impairment includes a physical, sensory, mental, intellectual or cognitive impairment, whether permanent, temporary or episodic.</p>
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Appendix B – References

Accessible British Columbia Act. (2024, September 17). Retrieved from BC Laws:
<https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/21019>

Canada. Treasury Board. (2019, May 27). *Nothing Without Us: An Accessibility*. Retrieved from https://publications.gc.ca/collections/collection_2019/sct-tbs/BT22-221-2019-eng.pdf

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Statistics Canada. (2017). *Canadian Survey of Disability* . Retrieved from https://www23.statcan.gc.ca/imdb/p3Instr.pl?Function=assembleInstr&lang=en&Item_Id=348023