

Transportation Investment Corporation

2026/27 – 2028/29 Service Plan

February 2026



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Board Chair's Accountability Statement



The 2026/27 – 2028/29 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 2026 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 dark ink that reads "Sabine Feulgen". The script is cursive and fluid.

Sabine Feulgen
Board Chair, Transportation Investment Corporation
February 4, 2026

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Strategic Direction

In 2026/27, the public sector organizations will do their part to support the Government of British Columbia's prioritizing support for people by taking action to make life better for everyone.

Despite a challenging fiscal environment due to global uncertainty, trade relationship reordering, and low resource prices, over the past year Government made significant progress on efforts to reduce costs for British Columbians, hire more doctors and nurses, and build more homes, hospitals and schools, faster. Crown Agencies will continue to advance these key priorities even as tariffs, trade policies, and instability outside of the province's borders continue to put pressure on the province's finances.

Ongoing fiscal pressure means all parts of Government, including Crown Agencies must continue to do their part to maximize efficiencies and make sure every dollar counts.

To respond to these extraordinary times, Crown Agencies will support Government's focus on expanding trade and investment both within Canada and abroad and delivering major projects that offer good jobs and opportunities for people and communities. This focus on economic growth and prosperity is critical to delivering the revenue needed to provide services and infrastructure.

Good relationships and mutually beneficial partnerships with First Nations are critical to building a better future for everyone in British Columbia. Crown Agencies will continue supporting efforts to implement the Declaration on the Rights of Indigenous Peoples Act Action Plan. Through collaboration and open dialogue, we aim to foster trust, stability and certainty for all.

This 2026/27 service plan outlines how Transportation Investment Corporation will support the Government's priorities and selected action items identified in the Minister's most recent [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.

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 projects in various stages of delivery including planning, procurement, design, construction and close-out. Projects include:

- [Pattullo Bridge Replacement Project \(PBR\)](#)
- [Broadway Subway Project \(BSP\)](#)
- [Highway 99 Tunnel Program:](#)
 - [Steveston Interchange Project \(SIP\)](#)
 - [Fraser River Tunnel Project \(FRTTP\)](#)
- [Surrey Langley SkyTrain Project \(SLS\)](#)
- [Belleville Terminal Redevelopment Project \(BTRP\)](#)

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 South of Fraser Storage and Maintenance Facility (SFMSF) to support the Surrey Langley SkyTrain (SLS) and the broader SkyTrain network, and technical support for planning for a future extension of the Millennium Line.

TI Corp also has a project delivery services agreement with the Ministry of Tourism, Arts, Culture and Sport (TACS) to support the design and construction of the Provincial Archives, Research and Collections (PARC) facility.

Performance Planning

Goal 1: Effective delivery of major projects

This goal 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 provides updates publicly through Monthly Status Reports (MSRs). 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	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1.1a – Project completion forecasted within the substantial completion date approved by the Province				
PBR, as amended (2025) ¹	Target not met ²	On target	On target	N/A ³
BSP, as amended (2027) ⁴	On target	On target	On target	N/A ⁵
F RTP (2030)	Under negotiation ⁶	Under negotiation ⁶	Under negotiation ⁶	Under negotiation ⁶
SIP (2025)	On target ⁷	N/A ⁸	N/A ⁸	N/A ⁸
SLS, as amended (2029) ⁹	On target	On target	On target	On target
BTRP (2028) ¹⁰	On target	On target	On target	On target
1.1b – Project completion forecasted within the budget approved by the Province ¹¹				
PBR, as amended ¹²	On target	On target	On target	N/A ¹³
BSP, as amended ¹⁴	On target	On target	On target	N/A ¹⁵
F RTP	Under negotiation ¹⁶	Under negotiation ¹⁶	Under negotiation ¹⁶	Under negotiation ¹⁶
SIP	On target	On target	N/A ¹⁷	N/A ¹⁷
SLS, as amended ¹⁸	On target	On target	On target	On target
BTRP	On target	On target	On target	On target

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

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

²One lane of traffic was opened to the public on December 24, 2025.

³Target no longer applicable as substantial completion will have been achieved.

⁴In May 2024, the Province announced the revised BSP substantial completion date to fall 2027.

⁵Target no longer applicable as substantial completion will have been achieved.

⁶The estimated cost and schedule of the project are being updated and reviewed as the design and contract negotiations for the tunnel progress. The Province will update the project budget and schedule once negotiations with the contractor have concluded.

⁷All five lanes opened to the public on December 23, 2025.

⁸Target no longer applicable as substantial completion will have been achieved.

⁹Revised schedule announced by the Province in August 2024. The new line is expected to go into service in 2029.

¹⁰BTRP was assigned to TI Corp in December 2025.

¹¹The budget metrics track performance up to total completion of the project, rather than substantial completion in performance metric 1.1a.

¹²In the Second Quarterly Report of 2024, the Province disclosed a revised budget for PBR of \$1.637 billion.

¹³Target no longer applicable as total completion is expected in 2027/28.

¹⁴In the Second Quarterly Report of 2024, the Province disclosed a revised budget for BSP of \$2.954 billion.

¹⁵Target no longer applicable as total completion is expected in 2027/28.

¹⁶The estimated cost and schedule of the project are being updated and reviewed as the design and contract negotiations for the tunnel progress. The Province will update the project budget and schedule once negotiations with the contractor have concluded.

¹⁷Target no longer applicable as total completion is expected in 2026/27.

¹⁸In August 2024, following contract award, the Province announced a revised project budget for SLS of \$5.996 billion.

Discussion

By monitoring performance measure 1.1a throughout the project lifecycle, TI Corp can identify and work to mitigate potential delays early. By monitoring performance measure 1.1b through the project lifecycle, TI Corp tracks the financial forecasts of each project on an ongoing basis and can 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 this context, the Fraser River Tunnel Project is in design, and the estimated cost of the project and schedule are being updated and reviewed as the design and contract negotiations progress. Due to commercial sensitivities related to releasing an updated estimate for the project before a contract is executed, the Province will update the project budget and schedule once negotiations with the contractor have concluded.

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

- Continue to 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 ongoing monitoring and reporting 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 Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 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

¹2024 WorkSafeBC Construction Sector LTIFR for large employers (100+ employees) is 1.7.

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

Discussion

These performance measures track construction site safety performance on TI Corp's assigned major projects. Construction contractors are responsible for the safety of construction sites under the terms of their contract. TI Corp oversees safety practices on each project to ensure contractors meet the highest safety standards and regulatory requirements. As part of this work, TI Corp monitors LTIFR rates on projects using the 2024 WorkSafeBC Construction Sector benchmark. Adopted in October 2025, this approach replaces subsector and classification unit benchmarks that varied by project type and phase to improve consistency and comparability across all assigned projects.

TI Corp's oversight also includes training safety monitors, conducting weekly project site inspections and quarterly spot audits, ensuring corrective actions are implemented and supporting consistency across projects to ensure compliance with applicable safety standards and regulatory requirements.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1.2c – Average duration that identified quality issues remain open ¹	<90 days	≤90 days	≤90 days	≤90 days

Data source: TI Corp Quality Management System

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

Discussion

This performance measure shows how quickly and efficiently quality issues are being resolved on TI Corp's assigned major projects. Construction contractors are responsible for quality on the project under the terms of their contract, including timely identification, reporting and resolution of non-conformance reports (NCRs), and conducting quality audits.

TI Corp oversees quality practices and activities on the project to ensure quality risks are managed proactively across all stages of project delivery. This includes conducting quality audits, monitoring the duration that NCRs remain open and verifying corrective actions throughout the life of the project.

Closing NCRs quickly supports project schedule and risk management and provides a general indication that the project quality management systems is being implemented effectively.

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 the organization increases. In 2026/27, 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 and report to the Board at least twice a 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 issues MSRs online once a project contract is executed.

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 the Board.
- Regular progress reporting to the Board, the Ministry, and the public.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1.3a - Percentage of project budgets, financial forecasts, risks, and contingency information reviewed quarterly by TI Corp Executive and the Board.	100%	100%	100%	100%

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

Discussion

Performance measure 1.3a tracks the completion of quarterly reviews. These reviews are important because they provide 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 project's budget, spend to date, financial forecast, risk register, and contingency are compiled and presented quarterly to Executive and the Board as a key input to support their oversight, governance, and decision-making roles on TI Corp's projects.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1.3b – Percentage of MSRs issued publicly ¹	100%	100%	100%	100%

Data source: Project MSRs posted on TI Corp's project websites

¹The target of 100% assumes the issuance of 12 MSRs per year, for each assigned project, beginning in the month the project contract is executed.

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, marking the start of the design and construction.

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. 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.

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.
- Implement a new financial system to strengthen corporate financial oversight and support TI Corp's organizational capability.
- Build technical and leadership career paths that support the development of the organization and key project delivery roles.

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
2.1a - Percentage of vacant roles filled with internal candidates ¹	58%	33%	33%	33%

Data source: TI Corp employment records

¹Internal candidates at TI Corp include Ministry employees

Discussion

This measure shows how well TI Corp is supporting the development of in-house expertise, internal advancement, and long-term career growth. The 58% forecast for 2025/26 reflects the organization's shift in hiring practices to prioritize internal hiring as we have projects reaching or nearing substantial completion. Hiring is conducted on a merit basis considering both internal and external candidates. Internal advancement through promotions or lateral moves supports employee development and organizational capability. Supporting employees seeking other potential career paths or new opportunities within their existing level helps ensure

lessons learned and specialized skills are shared across the organization, strengthening consistency, in-house expertise and project delivery.

TI Corp's business model, which delivers multiple major projects at various stages, further enhances this by enabling employees to transfer knowledge and expertise across the organization.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
2.1b - Total number of 4-month equivalent cooperative education terms supported ¹	63	≥60	≥60	≥60

Data source: TI Corp employment records

¹Cooperative education terms are typically 4, 8 or 12 months.

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	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
2.1c - Participation rate in the employee engagement survey ¹	80%	N/A	80%	N/A

Data source: TI Corp's employee engagement survey

¹TI Corp conducts an employee engagement survey every two years.

Discussion

This performance measure tracks the response rate to TI Corp's employee survey and reflects the level of participation and employees' willingness to share feedback about their workplace experience. A high participation rate provides a broad and accurate understanding of employee sentiment. TI Corp takes the feedback from the engagement survey and works as a management team to identify trends and opportunities for further improvements.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
2.1d - Percentage of employee voluntary turnover	5.3%	≤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.

Financial Plan

Financial Summary

(\$000)	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Total Revenue				
Project delivery	60,291	70,869	71,771	72,938
Other revenues	375	375	375	318
Total Revenue	60,666	71,244	72,146	73,256
Total Expenses				
Salaries and benefits	44,084	51,210	53,272	54,534
Other operating costs	16,582	20,034	18,874	18,722
Total Expenses	60,666	71,244	72,146	73,256
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, BTRP, 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 PARC 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) 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 2026/27 – 2028/29, TI Corp has forecasted and planned management resources to deliver BTRP, which transitioned to TI Corp in December 2025 for the design and construction phases. Onboarding this project includes a full complement of project delivery resources and corresponding overhead expenditures for the life of the project. The associated risks of incorporating this project 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 transition and/or recruitment plan for key personnel.

Appendix A: Mandate Letter from the Minister Responsible

[The latest mandate letter will be attached to this service plan prior to print – please submit a PDF of the mandate letter alongside the final service plan draft to the CAS LAN]



May 23, 2025

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 Executive Council, I would like to extend my thanks to you and your board members for your organization's leadership, dedication, and expertise in which you serve the people of British Columbia.

Public sector organizations—including Crown corporations, Health Authorities and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for Transportation Investment Corporation, communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote and First Nation communities.

...2/

In the current economic and fiscal context including the threat of U.S. tariffs and other global economic challenges affecting British Columbian families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of: cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. 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 including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.

Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC. Please coordinate closely with PSEC before finalizing compensation decisions for existing CEOs or Presidents and Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

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](#) will continue to support your board on recruitment, appointments and professional development by ensuring board composition and governance reflects the diversity of our province.

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and as you develop plans to address the following priorities:

- Continue to develop and maintain a governance and organizational structure that supports informed decision-making and management of 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.
- 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 Transit, Ministry of Tourism, Arts, Culture and Sport (TACS), and/or Treasury Board.
- Ensure project management plans, system, financial controls, and reporting procedures are in place.
- The assigned projects include:
 - Pattullo Bridge Replacement (PBR) Project;
 - Broadway Subway (BSP) Project;
 - Surrey Langley SkyTrain; and
 - Procurement and delivery for the Highway 99 Tunnel Program, including the Fraser River Tunnel Project and the Steveston Interchange Project.
- As engaged by the Ministry of Tourism, Arts, Culture and Sport, support the design and construction of the Collections and Research Building (CRB) through a project delivery services model.
- Maintain a strong working relationship with BC Infrastructure Benefits Inc. (BCIB) to support the implementation of the Community Benefit Agreement for the Pattullo Bridge Replacement and Broadway Subway Projects.
- Support the Ministry of Transportation and Transit in developing business cases for future major projects.

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 June 2025.

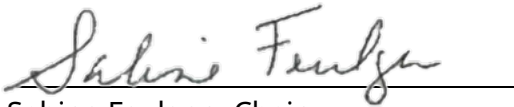
I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,



Mike Farnworth
Minister

Date: May 23, 2025



Sabine Feulgen, Chair
TI Corp

Date: May 30, 2025



Terry Brown, Director
TI Corp

Date: May 31, 2025



Gigi Chen-Kuo, Director
TI Corp

Date: May 29, 2025



Marina Pratchett, Director
TI Corp

Date: June 5, 2025



Nicole Asselin, Director
TI Corp

Date: June 4, 2025



Allan Bruce, Director
TI Corp

Date: May 30, 2025



Glen Copping, Director
TI Corp

Date: May 30, 2025

Copy to: Honourable David Eby, KC
Premier

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

Douglas S. Scott
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Elenore Arend
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Heather Wood
Deputy Minister
Ministry of Transportation and Transit

Sabine Feulgen, Chair
Transportation Investment Corporation

Nicole Asselin, Director
Transportation Investment Corporation

Terry Brown, Director
Transportation Investment Corporation

Allan Bruce, Director
Transportation Investment Corporation

Gigi Chen-Kuo, Director
Transportation Investment Corporation

Glen Copping, Director
Transportation Investment Corporation

Marina Pratchett, Director
Transportation Investment Corporation

Amanda Farrell, President and CEO
Transportation Investment Corporation