

Infrastructure BC Inc.

**2023/24 – 2025/26
Service Plan**

February 2023



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Board Chair's Accountability Statement



The 2023/24 – 2025/26 Infrastructure BC Inc. (Infrastructure BC) Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events, and identified risks, as of February 2023, have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Infrastructure BC'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 Infrastructure BC's operating environment, forecast conditions, risk assessment, and past performance.

Signed on behalf of the Board by:

A handwritten signature in black ink, appearing to read 'Dana Hayden', written in a cursive style.

Dana Hayden
Board Chair, Infrastructure BC Inc.
February 1, 2023

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Strategic Direction

In 2023/24, public sector organizations will continue working to make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations. Government will focus on building a secure, clean, and fair economy, and a province where everyone can find a good home – whether in a rural area, in a city, or in an Indigenous community. B.C. will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in an inclusive and sustainable province. The policies, programs and projects developed over the course of this service plan period will focus on results that people can see and feel in four key areas: attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy that can withstand global economic headwinds.

Infrastructure BC is owned by the Province of British Columbia and governed by a Board of Directors reporting to its sole Shareholder, the Minister of Finance. It is incorporated under the British Columbia *Business Corporations Act*.

This 2023/24 service plan outlines how Infrastructure BC Inc. will support the government's priorities and selected action items identified in the most recent Infrastructure BC [Mandate Letter](#).

Purpose of the Organization and Alignment with Government Priorities

Through its vision, mission, and values, Infrastructure BC advises clients (project owners) on how best to plan, procure and deliver public infrastructure projects to foster innovation and quality, and address key service needs.

Infrastructure BC's strategic direction and mandate have been set by its Shareholder, as per the [Crown's Mandate Letter](#). Infrastructure BC supports the public sector in meeting its infrastructure needs by providing leadership, expertise, and consistency in the planning and procurement of complex, provincially funded capital projects.

Infrastructure BC has relationships with clients in B.C., including the Ministries of Transportation and Infrastructure; Health; Citizens' Services; Public Safety and Solicitor General; Ministry of Education and Child Care; Tourism, Arts, Culture and Sport; Post-Secondary Education and Future Skills, along with the provincial health authorities, school districts, and several B.C. Crown corporations. The focus of Infrastructure BC is British Columbia government-based work. When resources allow, Infrastructure BC also offers

services to clients outside the provincial government, including local governments, other provinces, and the federal government.

Operating Environment

Infrastructure BC, now in operation for 20 years, has participated in 71 projects to date with a cumulative capital investment of approximately \$24 billion. Since 2022, Infrastructure BC operates under a new Framework Agreement with Government enabling the Organization to support clients by managing the design and construction of select projects. This new framework incorporates a complete refresh of the Organizations' service plan, and with the support of the Ministry of Finance, a revision of Infrastructure BC's service plan goals, objectives, and performance measures to better align with its mandate and internal strategic operations.

Infrastructure BC is committed to supporting the provincial government's historic investments in capital infrastructure. While the flow of projects consisting of existing and planned future projects are substantial, B.C. continues to experience market constraints with a trend towards large infrastructure projects where fewer bids per project are submitted than in the past, and those proponents that do bid are more risk averse.

Infrastructure BC remains committed to examining and implementing innovative procurement models to deal with the challenge of fewer bidders and related market dynamics. Examples of new procurement models that Infrastructure BC has and will continue to bring to market include Progressive Design-Build, Competitive Alliance, Target Price Contract, and Single Target Outturn Cost Alliance. In fiscal 2021/22, Infrastructure BC initiated a Competitive Alliance procurement when it issued the Cowichan District Hospital Replacement Request for Qualifications (RFQ) and Request for Proposals (RFP). This is the first Competitive Alliance procurement of its kind undertaken in Canada. Infrastructure BC will remain involved in this project throughout 2023/24 and apply learnings to future projects.

On behalf of the Province of B.C., Infrastructure BC issued the first BC Major Infrastructure Projects Brochure in the fall of 2020. The brochure offers market participants, industry, contractors, and subcontractors a forward view allowing the market to prepare better the financial and human resources needed. Infrastructure BC will continue to publish the brochure each spring and fall, providing a detailed picture of upcoming infrastructure or major construction opportunities throughout British Columbia.

Building on the organization's experience in planning and procuring major capital projects, Infrastructure BC will continue to expand its design and construction services on projects the Government assigns the Organization to oversee.

Performance Planning

Goal 1: Effective delivery of complex infrastructure projects for project owners

Objective 1.1: Effective planning of complex infrastructure projects

Infrastructure BC assists Government and public sector owners not associated with the Province of B.C. with planning complex infrastructure projects.

Key Strategies

- Assist the Province of B.C. (Government) in developing guidance for concept plans and business cases.
- Assist provincial project owners in writing concept plans and business cases consistent with Capital Asset Management Framework (CAMF).
- Develop comprehensive business cases for public sector owners not associated with the Province of B.C.
- Deliver educational workshops to project owners.

Discussion

Infrastructure BC has developed many detailed guidance documents and templates that it leverages to consistently complete comprehensive concept plans and business cases, which go through an internal quality control process before being finalized.

Infrastructure BC delivers education workshops for Government and project owners to help them understand the components of a comprehensive concept plan and business case and the time and resources necessary to complete them.

Objective 1.2: Successful procurement of complex infrastructure projects

Infrastructure BC consistently works with owners and the market, adapting, when necessary, to ensure projects advance.

Key Strategies

- Develop and implement new procurement delivery models and/or improvements to existing models and maintain regular engagement with market participants and other procurement agencies in Canada and worldwide.
- Retain a Fairness Reviewer on all procurements.
- Publish BC Infrastructure Major Projects Brochure twice a year.

- Participate on designated project boards (governance structure for large Government capital projects).
- Work with owners to manage scope to deliver value when receiving pricing from one proponent. Employ third-party reviews to provide assurance.

Discussion

Current market conditions are defined by a plethora of large, complex projects in the public and private sectors combined with a growing risk aversion by contractors. Infrastructure BC has to adapt to these conditions in order to procure capital procurements successfully. One aspect that remains unchanged in the current market conditions is the need to run procurements that are fair and certified to be fair. The use of a third-party monitor, called a Fairness Reviewer, accomplishes this.

Infrastructure BC publishes the BC Major Infrastructure Project Brochure each spring and fall. The brochure provides market participants, industry, contractors, and subcontractors with information about planned infrastructure projects allowing the market to better prepare the financial and human resources needed.

Infrastructure BC lends its expertise to the governance of capital projects through major projects' procurement.

In procurements where pricing is received from only one bidder, value needs to be assured, even if the pricing is within the project budget. Infrastructure BC does this by scrutinizing pricing, including information not provided by bidders in other types of procurements, and undertaking independent cost reviews. In procurements where pricing is received from more than one bidder, value is determined from the competitive process.

Objective 1.3: Effective management of design and construction of complex infrastructure projects on behalf of or with Provincial project owners

Infrastructure BC requires the right resources to successfully deliver complex infrastructure projects.

Key Strategies

- Have sufficient experienced internal resources focused on design and construction.
- Identify provincial project owners who may not have sufficient capacity and/or expertise to undertake the management of design and construction of large, complex infrastructure projects and proactively offer Infrastructure BC's services.

Discussion

With the current high level of activity expected to continue in upcoming years within the Canadian construction market, it is challenging to find appropriate resources. Infrastructure

BC lends its expertise to the governance of capital projects through major projects' design and construction. Infrastructure BC recognizes the need for experienced resources to deliver on the design and construction assignments the Organization is engaged to deliver. As Infrastructure BC's design and construction services continue to be executed, numerous staff members will be adding design and construction to their portfolio.

Performance Measures

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
1a % Clients who are satisfied with Infrastructure BC's capital planning support	NA ¹	80% or higher	NA ¹	80% or higher

Data Source: Client and Stakeholder Satisfaction Survey.

¹The next client and stakeholder satisfaction survey will be held in Q4 of the 2023/24 fiscal year and biennially thereafter.

Discussion

Infrastructure BC measures client satisfaction through a biennial survey that evaluates staff expertise, the quality of results, and the value added by Infrastructure BC's participation in a project. As a service-driven organization, maintaining a high level of client satisfaction has proven to be a key driver of Infrastructure BC's year-over-year success in supporting the effective delivery of complex infrastructure projects for project owners, as evidenced by many of the Organization's repeat clients.

The qualitative survey consists of no less than ten open-ended questions, each equally weighted. The quantitative survey includes ten closed-end questions. Initial research, conducted by a third-party consultant, was completed in 2012, with the satisfaction survey redesigned and completed again in 2015, establishing a baseline of 80%. Infrastructure BC continues to follow recommended best practices in keeping the quantitative questionnaire consistent to enable the tracking of trends.

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
1b % of procurements with clean Fairness Reviewer reports	100%	100%	100%	100%

Data Source: Reports available within each individual project page located on [Infrastructure BC website](#).

Discussion

Fairness Reviewer reports are created for both the RFQ and RFP phases. Clean reports help strengthen market confidence in Infrastructure BC-led procurements, contributing to strong market competition and improved pricing and value for projects. A clean Fairness Reviewer report comments positively on the treatment of participants, application of evaluation criteria,

fairness, and transparency. This component contributes to the effective delivery of complex infrastructure projects. Fairness Reviewer reports are publicly available on Infrastructure BC's website project page.

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
1c % of procurements with two or more qualified respondents	100%	100%	100%	100%

Data Source: Infrastructure BC internal tracking

Discussion

Public sector clients receive the best value through robust market participation and competition; therefore, Infrastructure BC targets a minimum of two qualified responses to Request for Qualifications in each capital project procurement to generate competitive tension for projects. Infrastructure BC bases this target on current market experience, over the past three years as B.C. continues to experience market constraints with a trend towards large infrastructure projects where fewer bids per project are submitted than in the past, and those proponents that do bid are more risk averse.

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
1d % of Infrastructure BC's total fiscal consulting fee revenues earned from managing design and construction	NA	10%	15%	15%

Data Source: Infrastructure BC internal tracking

Discussion

To ensure effective delivery of complex infrastructure projects, in 2023/24, Infrastructure BC is increasing its focus on providing design and construction delivery services for project owners, and this new performance measure will track the success of this new line of business. A target of 10% of revenues has been set for the first year. As Infrastructure BC expects continued success in delivering a greater number of projects via its design and construction services strategy over time, targets of 15% of revenues are set for future years.

Goal 2: Provincial Government’s capital projects are aligned with its policy priorities

Objective 2.1: Assist Government and clients in implementing the Province of BC’s Environmental Social and Governance Framework for Capital (ESGFC)

Infrastructure BC supports the analysis of incorporating government policy priorities for capital projects at the business case stage.

Key Strategies

- Assist with the development and implementation of assessment tools that can be used during the capital planning stage (e.g., screening tools).
- Support with the development and implementation of approaches to include ESGFC priorities in the procurement phase of projects (e.g., template legal language suitable for different forms of standard construction contracts). Monitor ESGFC initiatives during design and construction stages and suggest improvements.

Discussion

The Province created the ESGFC to support the achievement of lasting labour, environmental, economic, and social benefits for British Columbians by leveraging its investments in public infrastructure projects. As a partner in provincial capital project planning and implementation, Infrastructure BC is well positioned to support the implementation of the ESGFC. The ESGFC includes four priority areas:

- Childcare – providing more childcare spaces.
- CleanBC – reducing energy consumption and emission of greenhouse gases and climate resilience goals.
- Mass Timber – utilizing mass timber in construction where possible.
- Labour – increase participation of individuals from underrepresented groups in construction and increase apprentices on major public infrastructure projects.

Based on Government’s decision on elements to be included in the project, Infrastructure BC will work with owners and construction market participants to integrate them into the procurement and construction documents.

Performance Measures

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
2a Clients', Government's, and Contractors' satisfaction with Infrastructure BC's effectiveness in implementing Government's strategic priorities. ¹	NA ¹	80%	NA ¹	80%

Data source: Infrastructure BC Client and Stakeholder Engagement Survey.

¹The next survey will be held in Q4 of 2023/24 fiscal year and biennially thereafter.

Discussion

As a service-driven organization, maintaining a high level of client, government, and contractor satisfaction has proven to be a key driver of Infrastructure BC's year-over-year success in supporting the implementation of Government's strategic priorities within projects. Infrastructure BC measures client satisfaction through a biennial survey conducted by a third-party consultant.

The qualitative survey consists of no less than ten equally weighted, open-ended questions provided to participants who represent their respective group (client, government, or contractor). The quantitative survey includes ten closed-end questions. Initial research occurred in 2012, with the satisfaction survey redesigned and completed again in 2015, 2016, 2020, and 2022. Infrastructure BC continues to follow recommended best practices in keeping the quantitative questionnaire consistent to enable the tracking of trends. The survey also measures contractors' satisfaction with the quality of Infrastructure BC's procurement documents and participation.

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
2b % of procurements that include one or more of Government's strategic priorities approved in the business case	100%	100%	100%	100%

Data Source: Infrastructure BC internal tracking

Discussion

Infrastructure BC supports the analysis of incorporating government policy priorities for capital projects at the business case stage. Following a decision by Government of elements to be included in the project, Infrastructure BC works with owners and construction market participants to integrate these into the procurement and construction documents in a way that is effective for all parties.

Goal 3: Capacity required to deliver Infrastructure BC's mandate

Objective 3.1: Sufficient capacity required to provide services to clients

Infrastructure BC staff requires strong planning and procurement experiences to deliver on projects successfully.

Key Strategies

- Effective implementation of an organization-wide succession plan that enables new staff to be trained and to work on tasks (such as lessons learned, project boards, market engagement, education within government, etc.).
- Provide focused staff development and learning opportunities.
- Develop an organization-wide employee coaching framework.

Discussion

Given the significant requirements required to deliver on its mandate, Infrastructure BC has developed the processes necessary to recruit, onboard, orientate and develop employees. All Infrastructure BC employees are supported by a manager who will continue to oversee their onboarding, orientation, and development.

All employees are guided by the Organization's career development program that supports the resourcing and learning opportunities on projects.

The learning cycle for new employees to become thoroughly familiar with Infrastructure BC's process tends to be long. This is tied to the fact that the completion of a business case generally takes one year, and a single procurement typically takes 15 months.

Infrastructure BC seeks to accelerate the learning curve for newer employees through focused staff development and coaching. Several excellent learning opportunities exist with the large number of projects currently being worked on by Infrastructure BC.

Infrastructure BC regularly reviews succession planning at all levels within the Organization.

Objective 3.2: Enhance employee engagement and satisfaction

Infrastructure BC focuses on continuous learning and improvement of all team members.

Key Strategies

- Address issues raised through staff engagement surveys.
- Promote a welcoming workplace culture for people of all backgrounds and orientations.

- Continue the Organization's Diversity, Equality, and Inclusion journey focusing on mental and physical health.
- Limit knowledge loss by reducing voluntary turnover in comparison to Western Canada-based organizations.

Discussion

“People First” is among Infrastructure BC’s core values. The Organization focuses on continuous learning and improvement of all team members. This corporate culture focusing on growth is supported by coaching and timely feedback to ensure continued positive staff engagement at all levels. Every two years, Infrastructure BC undertakes an employee engagement survey to solicit confidential feedback on how to improve the way people are managed within the Organization.

A survey performed in fiscal 2021/22 indicated the importance of staff development, increasing awareness of physical and mental health, and continuing the Diversity, Equity, and Inclusion journey as areas for improvement. An internal action plan and the introduction of new tools is underway to support the implementation of these important initiatives.

Performance Measures

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
3a % of Infrastructure BC Project Directors and Senior Associates who have >7 years of relevant experience	25%	25%	25%	25%

Data Source: Infrastructure BC internal human resource tracking

Discussion

Infrastructure BC operates in a knowledge management industry, transferring knowledge from more experienced employees, identified as those with greater than seven years of experience, to less experienced ones. Being a small to medium-sized organization, Infrastructure BC’s experienced employees can help several less experienced employees; however, there is a limit. To deliver Infrastructure BC’s mandate while supporting the learning and development of current staff, the target of 25% represents a ratio of one experienced person supporting three less experienced employees. Ratios higher than this are acceptable; however, ratios less than this result in a less-than-optimum learning environment for the less experienced employees.

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
3b % of engaged employees	NA ¹	80%	NA ¹	80%

Data Source: Infrastructure BC Employee Engagement Survey. ¹The next employee engagement survey will be held in Q4 of 2023/24 fiscal year and biennially thereafter

Discussion

Infrastructure BC works in a knowledge management industry, and its most important asset is its employees. For Infrastructure BC to build and maintain the capacity required to deliver its mandate, it is important that the Organization understand its employee’s engagement and satisfaction across specific areas of focus, such as day-to-day work, development and training, co-workers, managers, executives and the organization.

A well-managed organization supports employee development and provides growth and challenging opportunities. Infrastructure BC measures employee engagement through job satisfaction and commitment via an employee engagement survey. This survey, conducted biennially by a third-party consultant, measures outcomes in various areas, including teamwork, professional development, and job suitability. Where possible, normative scores are included in the final report for benchmarking purposes.

Financial Plan

Financial Summary

(\$m)	2022/23 Forecast	2023/24 Budget	2024/25 Plan	2025/26 Plan
Revenue				
Consulting Fees	9.39	10.49	11.01	11.34
Investment Income	0.58	0.77	0.55	0.55
Project Recoveries	1.98	1.89	1.91	1.93
Total Revenue	11.95	13.15	13.47	13.82
Expenses				
Human Resources Costs	7.26	8.53	8.79	9.05
Administration	1.19	1.35	1.42	1.46
Professional Services	0.45	0.43	0.44	0.45
Amortization	0.16	0.14	0.06	0.06
Project Recoverable Expenses	1.98	1.89	1.91	1.93
Total Expenses	11.04	12.34	12.62	12.95
Operating Surplus	0.91	0.81	0.85	0.87
Total Debt	0	0	0	0
Accumulated Surplus	20.34	21.15	22.00	22.87
Capital Expenditures	0.05	0.08	0.06	0.07

Note: The above financial information was prepared based on current Generally Accepted Accounting Principles.

Key Forecast Assumptions, Risks and Sensitivities

The budgeted financial information for fiscal years 2023/24 to 2025/26 was prepared based on the following assumptions and direction from the Shareholder:

1. The budgeted staffing complement is subject to change if there are changes to current and likely engagements. Infrastructure BC's objectives are to maintain its core competencies and also provide the Province of B.C. with sufficient expertise to focus on its current and future capital projects.
2. Operating expenses for fiscal years 2023/24 and beyond are developed on the basis of a zero-based budgeting exercise.

3. Capital expenditures for 2023/24 to 2025/26 are predominantly for network and employee computer hardware requirements. Computer software licenses are paid monthly and are disclosed under administration costs.

Appendix A: Mandate Letter from the Minister Responsible



April 20, 2021
480923

Dana Hayden
Board Chair, Infrastructure BC
PO Box 9478 Stn Prov Gov't
Victoria BC V8W 9W6

Dear Dana Hayden:

Re: 2021-2022 Infrastructure BC Mandate

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

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

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

This mandate letter, which I am sending in my capacity as Minister responsible for Infrastructure BC, on behalf of the Executive Council, communicates expectations for your organization. It sets

.../2

out overarching principles relevant to the entire public sector and provides specific direction to Infrastructure BC about priorities and expectations for the coming fiscal year.

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

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the Declaration of the Rights of Indigenous Peoples Act was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the Climate Change Accountability Act, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

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

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

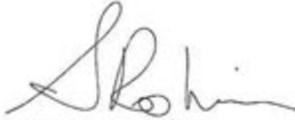
As the Minister Responsible for Infrastructure BC, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Continue to provide strategic advice to the Province and support to public sector clients for Government priorities as they relate to capital projects including, but not limited to, use of mass timber, Community Benefits Agreements, inclusion of childcare spaces and assisting the Province in meeting CleanBC targets.
- Continue to work with the Ministry of Finance to implement the recommendations of the Infrastructure BC mandate review, including but not limited to, publishing an inventory of Provincial capital projects over \$50 million in the advanced planning and procurement stages every six months to increase market interest.
- Continue to enhance the understanding of project owners in the Provincial government and other stakeholders of best practices in capital planning, procurement and contract management to improve communication and better understand project outcomes and stakeholders' needs.

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

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

Sincerely,



Selina Robinson
Minister
Ministry of Finance



Dana Hayden
Chair of Board
Infrastructure BC

Mary Austin

Mary Austin (Apr 21, 2021 08:32 PDT)

Mary Austin
Board Member
Infrastructure BC



Eric Denhoff (Apr 16, 2021 09:12 PDT)

Eric Denhoff
Board Member
Infrastructure BC

Julian C Paine

Julian C Paine (Apr 16, 2021 12:14 PDT)

Julian Paine
Board Member
Infrastructure BC

Kristi Simpson

Kristi Simpson (Apr 16, 2021 14:07 PDT)

Kristine Simpson
Board Member
Infrastructure BC



RStewart (Apr 20, 2021 17:42 PDT)

Roberta Stewart
Board Member
Infrastructure BC

Suzana Dujmovic

Suzana Dujmovic (Apr 17, 2021 11:23 PDT)

Suzana Dujmovic
Board Member
Infrastructure BC

Steve Lornie

Steve Lornie (Apr 20, 2021 14:54 PDT)

Steve Lornie
Board Member
Infrastructure BC

See Attachment

cc: See attached Distribution List

Distribution List

cc: Honourable John Horgan
Premier
Office of the Premier

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

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

Douglas S. Scott
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