

Infrastructure BC Inc.

**2022/23 – 2024/25
Service Plan**

February 2022



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Published by Infrastructure BC Inc.

Board Chair's Accountability Statement



The 2022/23 – 2024/25 Infrastructure BC Inc. (Infrastructure BC or the organization) 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 2022, 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.

A handwritten signature in black ink, appearing to read "Dana Hayden". The signature is fluid and cursive, written over a light grey rectangular background.

Dana Hayden
Board Chair

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Strategic Direction and Alignment with Government Priorities

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*.

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, address key service needs, and manage projects to be on time and on budget using a variety of procurement models. When delivered on time and within the capital and affordability ceilings, governments can make their planned investments in critical public services more effectively.

Infrastructure BC's strategic direction and mandate have been set by its Shareholder, as per the Crown's [Mandate Letter](#).

Infrastructure BC has relationships with clients in B.C. including the Ministries of Transportation and Infrastructure, Health, Citizens' Services; Public Safety and Solicitor General; Education; Tourism, Arts, Culture and Sport; Advanced Education and Skills Training, along with the provincial health authorities, school districts, and several B.C. Crown corporations. While the focus of Infrastructure BC is British Columbia (government) based work, when resources allow, Infrastructure BC also offers services to clients outside of the provincial government including local governments, other provinces, and the federal government.

Infrastructure BC is working with clients, who are the owners of capital infrastructure, and BC Infrastructure Benefits Inc. (BCIB) to incorporate an Environmental, Social and Governance Framework for Capital into major infrastructure projects. To date, the Community Benefits Agreements has been incorporated into the Pattullo Bridge Replacement, Broadway Subway, Kicking Horse Canyon – Phase 4 and the Cowichan District Hospital Replacement projects.

Infrastructure BC continues to work closely with Transportation Investment Corporation (TI Corp), managing the planning for the Fraser Tunnel Crossing and Royal British Columbia Museum (RBCM) projects. Infrastructure BC is also working with TI Corp overseeing the procurement of Steveston Interchange and RBCM Collections and Research Building.

Infrastructure BC is expanding the services it offers to owners to include a greater focus on managing design and construction contracts. In the past Infrastructure BC has predominantly focused on the planning and procurement of major capital projects and has a successful track record of doing so. Projects where Infrastructure BC is currently assisting owners to manage the design and construction of projects include the Royal Columbian Hospital Redevelopment – Phase Two and Three, Pattullo Bridge Replacement, Broadway Subway, Kicking Horse Canyon – Phase Four, and Stuart Lake Hospital Redevelopment. Infrastructure BC has assembled the necessary expertise to procure large capital projects. Expanding its services will allow Infrastructure BC to assist clients to improve delivery and to support a project through to owner occupancy.

Operating Environment

Since its inception in 2002, Infrastructure BC has participated in 68 projects with a cumulative capital investment of approximately \$23 billion. Of these, twelve projects with a total capital investment of \$4 billion were undertaken for governments in Canada other than the Government of BC. In fiscal year 2022/2023 Infrastructure BC will likely work on seven to ten projects in procurement.

Infrastructure BC has committed to increasing resources to support the provincial government's priorities and Infrastructure BC will continue to support stimulus programs for economic recovery from all levels of government. As part of the provincial government's focus on economic recovery through infrastructure, the implementation of complex capital projects in B.C. remains strong, and there is potential for a significant project flow in the coming years with the federal government's continuing and new infrastructure funding programs.

While the flow of projects is strong, B.C. has experienced a new trend on large infrastructure projects where fewer bids per project are being submitted than in the past, and those proponents that do bid are more risk averse. Infrastructure BC continues to examine and implement innovative procurement models to deal with the challenge of fewer bidders and related market dynamics. Examples of new procurement models Infrastructure BC has and will continue to bring to market include Progressive Design-Build, Competitive Alliance, and Provisional Design-Build. 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). Infrastructure BC will remain involved during the design phase of the project commencing 2022/23.

Through biannual publishing of the [BC Major Infrastructure Projects Brochure](#), which provides a detailed picture of upcoming infrastructure or major construction opportunities throughout the province, Infrastructure BC provides market participants, industry, contractors, and subcontractors with a forward view allowing the market to better prepare the financial and human resources needed.

When extreme weather led to flooding and highway washouts in November 2021, Infrastructure BC mobilized a team to assist the Province in its BC Highway Reinstatement Program highway infrastructure rebuilding needs. Infrastructure BC anticipates continuing to be a key partner in this rebuilding for the coming months.

During the COVID-19 pandemic, Infrastructure BC continues to support the health and well-being of both its clients and staff.

B.C.'s economy has rebounded from the impacts of the COVID-19 pandemic that began in 2020, despite significant pandemic variant and climate-related events. A strong health response, high vaccination rates, increased infrastructure investments and supports for British Columbians struggling through the pandemic has helped the province rebound. While the recovery has broadened over the past year, it remains uneven with sectors like tourism, hospitality and live recreation events not fully recovered. The path of the ongoing economic recovery in B.C. and its trading partners remains highly uncertain. However, rebuild efforts from the November 2021

floods are expected to provide some support to economic activity in the province. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 5.1 per cent in 2021 and expects growth of 4.2 per cent in 2022 and 2.7 per cent in 2023. Meanwhile for Canada, the EFC projects national real GDP growth of 4.1 per cent in 2022 and 2.8 per cent in 2023, following an estimated gain of 4.7 per cent in 2021. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the emergence of further variants of concern, inflationary supply chain disruptions, extended travel restrictions, and the continued impact of the slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies, and lower commodity prices.

Performance Planning

Infrastructure BC acts as an interface between public sector entities and private sector companies in the procurement and delivery of complex capital projects. Infrastructure BC’s services include:

- Project planning
- Concept plan and business case development
- Procurement advice and management
- Design and construction advisory
- Contract administration
- Project communications support

Goal 1: Effective planning and procurement associated with complex infrastructure projects support governments’ priorities

Objective 1.1: Achieve agreed-upon project procurement schedules

Key Strategies

- Use effective processes and contractual requirements to meet project procurement schedules under various contract models (e.g. design-build, competitive alliance, progressive design-build).
- Use of appropriate governance models throughout the project procurement process.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1 Each project is delivered based on the agreed-upon procurement schedule	Expect to achieve	Expect to achieve	Expect to achieve	Expect to achieve

Linking Performance Measure to Objective

1.1 Infrastructure BC closely tracks and manages each project procurement process to help achieve procurement schedules identified within the RFQ.

Objective 1.2: Meet capital and affordability ceilings

Key Strategies

- Promote robust market competition for project procurement under various design integrated contract models (e.g. progressive design-build).
- Develop risk-based cost analysis for projects at the Business Case stage and update as necessary prior to release of the RFP.

- Implement procurement processes that deliver projects within established capital and affordability ceilings.
- Develop a library of lessons learned with respect to planning, procurement, design development, construction, commissioning, and operations.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2 Each project that reaches financial close is within capital and affordability ceilings	Continue to achieve	Continue to achieve	Continue to achieve	Continue to achieve

Linking Performance Measure to Objective

1.2 Infrastructure BC works with clients to develop comprehensive risk-based capital and affordability ceilings, with the objective that proponents’ financial proposals can be delivered within these ceilings. Delivering projects on or under these ceilings assists governments to effectively make planned investments in other critical public infrastructure (e.g., minimizes the need for reductions or deferrals of other projects to accommodate project cost increases).

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

Discussion

It is reasonable to expect that project costs and schedules may be challenged resulting from supply chain limitations due to flooding as well as COVID-19 impacts.

Objective 1.3: Maintain fairness and transparency in project procurement processes

Key Strategies

- Initiate innovative procurement processes and contracts, and work with clients and the market to achieve procurement objectives.
- Publish fairness advisor reports that assess the fairness of the procurement process.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.3 Clean Fairness Advisor report where size and scope warrants fairness review	Expect to achieve	Expect to achieve	Expect to achieve	Expect to achieve

Linking Performance Measure to Objective

1.3 Fairness Advisor 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 advisor report would comment positively on the treatment of participants, application of evaluation criteria, fairness, and transparency. Fairness reports are posted on Infrastructure BC's website project page.

Objective 1.4: Support government priorities

Key Strategies

- Continue to assist the Province of BC with BC Highway Reinstatement Program rebuilding needs resulting from the November 2021 extreme flooding.
- Assist the Province of B.C. to develop an Environmental, Social and Governance Framework for Capital and help clients incorporate related priorities such as the use of mass timber, meeting CleanBC objectives and including childcare spaces into major infrastructure projects.
- Support the development of procurement and contract terms that complement the objectives of community benefits including the encouragement of apprentices, Indigenous and other underreported groups in the construction of major infrastructure projects and opportunities for local and Indigenous businesses to benefit from infrastructure investment in their region.
- Seek opportunities to include Indigenous Peoples and businesses through the procurement process.
- Work with the B.C. Ministry of Finance to refine an understanding of Gender-Based Analysis Plus (GBA+) and assist clients to incorporate it in the planning process, where appropriate.
- Understand and incorporate equity, diversity, and inclusion practices and policies.
- Continue to include *Wood First Act* objectives supporting the use of mass timber within planning and procurement documents.
- Assist clients in meeting the CleanBC objectives to ensure energy efficiency and/or to ensure low carbon options are analyzed when developing business cases.
- Work with the B.C. Ministry of Finance on developing and implementing the Capital Asset Management Framework.

Goal 2: Deliver value to clients and engage stakeholders

Objective 2.1: Promote strong market participation

Key Strategies

- Continually engage with market participants.
- Bring projects to market in a coordinated manner.
- Publish the BC Major Infrastructure Project brochure biannually.

Performance Measure	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1 Competitive Procurements with at least four qualified respondents at RFQ stage	At least four qualified respondents at RFQ stage	At least four qualified respondents at RFQ stage	At least four qualified respondents at RFQ stage	At least four qualified respondents at RFQ stage

Linking Performance Measure to Objective

2.1 Public sector clients receive the best value through robust market participation and competition; therefore, Infrastructure BC targets a minimum of four capable respondents in each capital project procurement.

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.

Discussion

It is reasonable to expect that the number of bidders, project costs, and schedules may be challenged as a result of a variety of factors including supply chain limitations due to flooding, the number of capital projects in construction, as well as COVID-19 impacts.

In response to limited market capacity, Infrastructure BC has introduced three new innovative procurement models – Progressive Design-Build, Provisional Design-Build, and Competitive Alliance to spur competitiveness within the market.

Objective 2.2: Maintain client satisfaction

Key Strategies

- Infrastructure BC conducts client surveys every second year to measure satisfaction with Infrastructure BC’s services.

Performance Measure	2019/20 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.2 Client satisfaction of 80% or above. ¹	Achieved (88%)	Expect to achieve	N/A	Expect to achieve	N/A

¹ The next survey will be held in Q4 of 2021/22 fiscal year and biennially thereafter.

Linking Performance Measure to Objective

2.2 As a service-driven organization, maintaining a high level of client satisfaction has proven to be a key driver of our year-over-year success as evidenced by many of our repeat clients. The survey measures staff expertise, quality of results, and the value added by Infrastructure BC’s participation.

Objective 2.3: Maintain stakeholder satisfaction

Key Strategies

- Infrastructure BC will continue the organization’s stakeholder engagement program that uses a range of methods to gather and respond to feedback. Engagement assessments include surveys, market outreach sessions, meetings and briefings, workshops and information sharing events, conferences, and business-to-business networking sessions.

Performance Measure	2019/20 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.3 Stakeholder satisfaction of 83% or above. ¹	Achieved (88%)	Expect to achieve	N/A	Expect to achieve	N/A

¹ The next survey will be held in Q4 of 2021/22 fiscal year and biennially thereafter.

Linking Performance Measure to Objective

2.3 Infrastructure BC’s work affects many stakeholders, including but not limited to the construction industry and other professional associations. Effectively engaging stakeholders improves their understanding of Infrastructure BC, how to become involved in projects, and the landscape of infrastructure development. The survey attempts to assess the level of confidence that stakeholders have in Infrastructure BC.

As Infrastructure BC expands its design and construction services, future stakeholder satisfaction surveys will include a component seeking feedback on the delivery of these services to clients.

Goal 3: Maintain a responsive and resilient organization

Objective 3.1: Remain financially self-sufficient

Key Strategies

- Actively assess revenue-generating opportunities through the development and application of Infrastructure BC’s business development plan. The plan identifies key strategies and tactics necessary to ensure the organization maintains financial self-sufficiency.
- Create an effective project work/revenue flow, with appropriate accountability, resourcing, and effective delegation across Infrastructure BC.
- Diversify revenue sources throughout the organization’s three main sectors: transportation and utilities, healthcare, and social and vertical infrastructure.
- Expand support to governments on complex infrastructure projects.
- Expand advisory services for the design and construction phase of projects.
- Diversify business to include non-province of B.C. reporting entity clients (e.g. local governments, federal government, and other provinces).

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1a Self Sufficiency ¹	May not achieve	Expect to achieve net income of \$0.61m	Expect to achieve net income of \$0.64m	Expect to achieve net income of \$0.68m
3.1b Revenues from design and construction services (by 2023/24)	N/A	N/A	10%	10%

¹ The forecast and targets have been revised from the previous year as part of the fluctuating budget process which occurs on an annual basis with differing assumptions each year (e.g. number and schedule of major capital projects, number of employees).

Linking Performance Measure to Objective

3.1a Infrastructure BC secures fee-based project work within and outside the B.C. Government to support its operations and thereby achieve financial self-sufficiency. Infrastructure BC does not receive any annual operating grants from the Government of B.C. If, due to pandemic-specific challenges, self-sufficiency is not achieved, Infrastructure BC has Treasury Board approval to draw from its retained earnings.

3.1b Infrastructure BC is increasing its focus on providing design and construction services. A new measure has been introduced to focus on the growth of this area.

Objective 3.2: Provide a workplace that promotes employee engagement and satisfaction

Key Strategies

- Promote strong teamwork and open communication among staff members.
- Provide significant learning opportunities.
- Measure employee satisfaction through surveys, with a target of 80 percent satisfaction. Infrastructure BC conducts an employee survey every two years through anonymous feedback and a third-party service provider. Employee satisfaction and employee retention are instrumental in ensuring Infrastructure BC’s success.
- Improve staff retention and develop employee skills and satisfaction through professional development.
- Increase focus on staff mentoring.
- Update flexible work arrangements post COVID-19.
- Develop and implement equity, diversity, and inclusion (ED&I) priorities.

Performance Measure	2019/20 Baseline	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.2 Employee satisfaction survey with a goal to achieve 80% or higher rating ¹	Achieved 82%	Expect to achieve	N/A	Expect to achieve	N/A

¹ The next survey will be held in Q4 of 2021/22 fiscal year and biennially thereafter.

Linking Performance Measure to Objective

3.2 Infrastructure BC works in a knowledge management industry and its most important asset is its employees. Employee satisfaction supports continuity on projects and knowledge transfer to new employees. A well-managed organization supports employee development, provides growth, and challenging opportunities. Infrastructure BC measures employee satisfaction through job satisfaction and commitment via a standardized survey used by other ministries and crown agencies. The employee satisfaction survey measures outcomes in various areas including teamwork, professional development, and job suitability.

Financial Plan

Summary Financial Outlook

(in millions of dollars)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
Total Revenue				
Consulting Fees	7.76	10.29	10.61	10.92
Interest Income	0.16	0.17	0.17	0.18
Project Recoveries	2.00	1.90	1.91	1.93
Total Revenue	9.92	12.36	12.69	13.03
Total Expenses				
Human Resource Costs	6.43	7.77	8.01	8.24
Professional Services	0.34	0.70	0.72	0.74
Administration	0.99	1.17	1.20	1.24
Corporate Relations	-	0.05	0.05	0.05
Amortization	0.18	0.16	0.16	0.15
Project Recoverable Expenses	2.00	1.90	1.91	1.93
Total Expenses	9.94	11.75	12.05	12.35
Annual Surplus (Deficit)	(0.02)¹	0.61	0.64	0.68
Total Debt	Nil	Nil	Nil	Nil
Accumulated Surplus	19.27	19.88	20.52	21.20
Capital Expenditures	0.05	0.05	0.06	0.09

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

¹The forecasted operating position for fiscal year 2021/22 will be funded by the organization's retained earnings of \$19.29M as at March 31, 2021, as approved by Treasury Board.

Key Assumptions:

The budgeted financial information for fiscal years 2022/23 to 2024/25 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 provide the Province of B.C. with sufficient expertise to focus on its current and future capital projects.

2. Operating expenses for fiscal years 2022/23 to 2024/25 are developed based on a zero-based budgeting exercise.
3. Capital expenditures for 2022/23 to 2024/25 are predominantly for network and employee computer hardware requirements. Computer software licenses are paid monthly and are disclosed under administration costs.

Appendix A: Additional Information

Corporate Governance

[Infrastructure BC Board of Directors](#)

[Infrastructure BC Management Team](#)

Organizational Overview

[Infrastructure BC Governance Practices](#)

[Infrastructure BC Organizational Overview](#)

Appendix B: Crown 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

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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

Lori Wanamaker
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
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Dana Hayden
Chair of Board
Infrastructure BC

Eric Denhoff
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