

Infrastructure BC Inc.

**2024/25 – 2026/27
Service Plan**

February 2024



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Board Chair's Accountability Statement



The 2024/25 – 2026/27 Infrastructure BC Inc. (Infrastructure BC) Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

All significant assumptions, policy decisions, events and identified risks, as of February 2024 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, 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 7, 2024

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Strategic Direction

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

This 2024/25 service plan outlines how Infrastructure BC will support the government's priorities and selected action items identified in the most recent Infrastructure BC [Mandate Letter](#).

Infrastructure BC is owned by the Province of British Columbia (the Province) 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.

Purpose of the Organization and Alignment with Government Priorities

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 a diverse array of public sector clients throughout 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. While 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.

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.

Operating Environment

Infrastructure BC, now in operation for 21 years, has participated in 76 projects to date with a cumulative capital investment of approximately \$28 billion. Since 2022, Infrastructure BC has operated under a revised agreement with the Province which supports Infrastructure BC

managing the design and construction of select projects. This revised agreement coincided with a complete refresh of Infrastructure BC's service plan. With the support of the Ministry of Finance, the revision of Infrastructure BC's service plan goals, objectives, and performance measures better align with its mandate and internal strategic operations.

Infrastructure BC is strongly committed to supporting the Province's historic investments in capital infrastructure. While the flow of existing and planned future projects are substantial, B.C. continues to experience market constraints with a trend towards infrastructure projects greater than \$500 million where fewer bids per project are submitted than in the past, and those proponents that do bid are more risk averse. There are two factors contributing to market constraints, which include:

- An overabundance of construction projects throughout North America; and,
- A shortage of labour supply in part due to the overabundance of construction projects throughout North America.

Infrastructure BC remains committed to examining and implementing innovative procurement models to deal with the challenge of fewer bidders and other related market dynamics. Examples of new procurement models that Infrastructure BC continues to implement include Progressive Design-Build and Competitive Alliance. Infrastructure BC has completed five Competitive Alliance projects and will continue to use this model on future projects.

Building on Infrastructure BC's experience in planning and procuring major capital projects, Infrastructure BC will continue to expand its design and construction services on projects the Province assigns for oversight. During fiscal 2024/25, Infrastructure BC will provide design and construction advisory services to Island Health's Cowichan District Hospital Replacement, Northern Health Authority's Dawson Creek and District Hospital Redevelopment and Stuart Lake Hospital Redevelopment, Ministry of Tourism, Arts, Culture, and Sport's Royal BC Museum Collections and Research Building Project, and Ministry of Transportation's Highway 1 and 5 projects.

Owners and contractors are stretched for resources to manage design and construction contracts. Infrastructure BC is assisting owners, some that have capital experience but have limited resources. Additionally, Infrastructure BC is assisting owners who do not have capital experience. Infrastructure BC is increasing resources (staff) to meet the increased demands of capital projects and helping owners manage design construction contracts.

Annual Economic Statement

B.C.'s economy posted modest growth last year as interest rate increases weighed on the economy, and employment continued to expand, supported by immigration. Inflation in the province continued to ease and the Bank of Canada has not raised its policy interest rate since July 2023. The impact of higher rates on borrowing costs and elevated household debt led to lower consumer spending and reduced home sales. Lumber, natural gas and coal prices declined in 2023, reducing the value of the province's goods exports. Meanwhile, there was a

record number of housing starts in the province in 2023. There is uncertainty over the transmission of high interest rates to the residential construction sector and the duration of slower growth for the rest of the economy in B.C. and among our trading partners. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 0.9 per cent in 2023 and expects growth of 0.5 per cent in 2024 and 2.1 per cent in 2025. Meanwhile for Canada, the EFC estimates growth of 1.1 per cent in 2023 and projects national real GDP growth of 0.5 per cent in 2024 and 1.9 per cent in 2025. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The risks to B.C.'s economic outlook continue to center around interest rates and inflation, including the risk of price increases stemming from geopolitical conflicts, the potential for interest rates remaining higher for longer, and uncertainty around the depth and timing of the impact on housing markets. Further risks include ongoing uncertainty regarding global trade policies, lower commodity prices, climate change impacts and the volatility of immigration levels.

Performance Planning

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

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

Objective 1.1: Effective planning of complex infrastructure projects.

Infrastructure BC assists the province and other public sector owners with planning complex infrastructure projects.

Key Strategies

- Apply provincial 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

To ensure the quality and consistency of its concept plans and business cases, Infrastructure BC has created various guidance documents and templates that it applies to every project. It also conducts internal quality control checks before finalizing the documents.

Additionally, Infrastructure BC provides education workshops for Government and project owners to help them learn about the elements of a comprehensive concept plan and business case and the time and resources required to produce them.

Objective 1.2: Successful procurement of complex infrastructure projects.

Infrastructure BC consistently works with owners and the market, adapting, when necessary, to ensure effective delivery of complex infrastructure projects.

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 Major Infrastructure 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 characterized by many large and complex projects in both public and private sectors, as well as a higher risk aversion among contractors. Infrastructure BC needs to adjust to these conditions to successfully procure capital procurements. A key element that remains constant in the current market conditions is the requirement to conduct procurements that are fair and verified to be fair. This is achieved by using a third-party monitor, known as a Fairness Reviewer.

Infrastructure BC issues the [BC Major Infrastructure Project Brochure](#) twice a year, in spring and fall. The brochure gives market participants, industry, contractors, and subcontractors information about planned infrastructure projects, which helps the market to better allocate the financial and human resources needed.

Infrastructure BC contributes its expertise to the governance of capital projects through major projects' procurement. In procurements where only one bidder provides pricing, value has to be assured, even if the pricing is within the project budget. Infrastructure BC requires disclosure and transparency of pricing, not found in procurements where pricing is received from more than one bidder. In addition, Infrastructure BC conducts independent cost reviews. In procurements where more than one bidder provides pricing, 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.

Canadian construction market is expected to be very active for the foreseeable future, making it difficult to find qualified resources to manage and deliver complex capital projects. Infrastructure BC provides its expertise to the governance of these projects during their design and construction 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

The Canadian construction market is very active and will remain so for the foreseeable future. This makes it difficult to find qualified resources for capital projects. Infrastructure BC provides its expertise to the management of these projects during their design and construction phases. Infrastructure BC understands the importance of having experienced resources to deliver on its design and construction mandates. Therefore, many staff members will expand their portfolio to include design and construction activities. Moreover, new staff members will join Infrastructure BC to ensure adequate resources for the assigned design and construction projects.

Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1a % of Clients who are satisfied with Infrastructure BC's capital planning support.	80% or higher	NA ¹	80% or higher	NA ¹

Data source: Client and Stakeholder Satisfaction Survey

¹The next Infrastructure BC Client and Stakeholder Satisfaction Survey will be held in Q4 of the 2023/24 fiscal year and biennially thereafter.

Discussion

Infrastructure BC evaluates its client satisfaction every two years with a survey that measures the staff's skills, the quality of the outcomes, and the added value of Infrastructure BC's involvement in a project. As an organization that focuses on service, keeping a high level of client satisfaction has been a crucial factor for Infrastructure BC's success in helping project owners deliver complex infrastructure projects effectively, as shown by many of Infrastructure BC's loyal clients.

The survey has two parts: a qualitative part with at least ten open-ended questions, and a quantitative part with ten closed-end questions. Both parts have equal weight. A third-party consultant conducted the first survey in 2012, and the survey was redesigned and done again in 2015, setting a baseline of 80%. Infrastructure BC follows the best practices recommended to keep the quantitative questions consistent and track the trends.

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1b % of procurements with clean Fairness Reviewer reports.	100%	100%	100%	100%

Data source: Fairness Reviewer Reports are 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 stronger market competition and improved pricing and value for projects. A clean Fairness Reviewer report comments positively on the treatment of participants, the 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	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1c % of procurements with two or more qualified respondents.	100%	100%	100%	100%

Data source: Infrastructure BC internal tracking.

Discussion

To ensure public sector clients receive the best value, Infrastructure BC aims to have at least two qualified responses to Request for Qualifications for each capital project procurement. This creates competitive pressure for projects in a tight market, with fewer bids per project for large infrastructure projects. Moreover, these projects tend to attract more risk-averse proponents who provide bids.

Goal 2: Province's capital projects are aligned with its policy priorities

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

Objective 2.1: Assist the Province in implementing the Province's Environmental, Social and Governance Framework for Capital (ESGFC).

To ensure capital projects are aligned with policy priorities such as ESGFC, Infrastructure BC supports the Province through project planning that includes the achievement of lasting labour, environmental, economic, and social benefits for British Columbians by leveraging its investments in public infrastructure projects.

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 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

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; and
- Labour – increase participation of individuals from underrepresented groups in construction and increase apprentices on major public infrastructure projects.

Based on the Province's decision regarding ESGFC initiatives to be included in the project, Infrastructure BC works with owners and construction market participants to integrate the identified initiatives into the procurement and construction documents.

Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
2a Clients', Government, and Contractors' satisfaction with Infrastructure BC's effectiveness in implementing Government's strategic priorities.	80%	NA ¹	80%	NA ¹

Data source: Infrastructure BC Client and Stakeholder Engagement Survey.

¹The next Infrastructure BC Client and Stakeholder Engagement Survey will be conducted in Q4 of 2023/24 fiscal year and biennially thereafter.

Goal 3: Ensure sufficient capacity to deliver Infrastructure BC's mandate

Given the significant knowledge and skills that are required to deliver on its mandate, Infrastructure BC has established the processes to hire, train, and develop its staff.

Objective 3.1: Achieve sufficient capacity to provide services to clients.

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

Key Strategies

- Effective implementation of an Infrastructure BC-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.
- Implement Balanced Scorecard as part of annual performance review process. The Balanced Scorecard allows the Organization to align its human resources practices with overarching business strategies, recognizing that employees are valuable assets who drive success.

Discussion

Given the significant knowledge and skills that are required to deliver on its mandate, Infrastructure BC has established the processes to hire, train, and develop its staff. Each employee has a manager who oversees their training and development. Infrastructure BC also has a career development program that provides resources and learning opportunities for employees to work on projects.

However, it takes time for new employees to master Infrastructure BC's process. This is because a business case usually takes a year to complete, and a procurement process typically

takes 15 months. To speed up the learning curve, Infrastructure BC offers staff development and coaching programs. Infrastructure BC also has many ongoing projects that provide valuable learning experiences for its staff.

Infrastructure BC regularly evaluates its succession planning at all levels.

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 Infrastructure BC’s Diversity, Equality, and Inclusion journey focusing on mental and physical health.
- Limit knowledge loss by reducing voluntary turnover in comparison to other Western Canada-based organizations.
- An internal action plan and new tools are being developed to implement these important initiatives.

Discussion

One of the core values of Infrastructure BC is putting people first. Infrastructure BC encourages all team members to learn and improve continuously. To support this culture of growth, Infrastructure BC provides coaching and timely feedback to foster positive staff engagement at all levels. Every two years, Infrastructure BC conducts an employee engagement survey to get confidential feedback on how to enhance people management within the organization.

The survey done in fiscal 2021/22 highlighted the importance of staff development, raising awareness of physical and mental health, and advancing the Diversity, Equity, and Inclusion journey as areas for improvement.

Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3a % of Infrastructure BC Project Directors and Senior Associates who have >5 years of relevant experience.	25%	25%	25%	25%

Data source: Infrastructure BC internal human resource tracking.

Discussion

Infrastructure BC is a knowledge management company that helps new employees learn from experienced ones. Experienced employees are those who have more than seven years of experience in the field. Infrastructure BC is a small to medium-sized company, so each experienced employee can mentor several new ones, but not too many. Infrastructure BC’s goal is to have a 25% ratio of experienced to new employees, which means one experienced employee for every three new ones. This way, the new employees can receive the best learning and development opportunities. Higher ratios are fine, however lower ratios can affect the quality of learning for the new employees.

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3b % of engaged employees.	80%	NA ¹	80%	NA ¹

Data source: Infrastructure BC Employee Engagement Survey.

¹The next Infrastructure BC 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 Infrastructure BC 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]	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
Revenues				
Consulting Fees	\$10.49	\$16.08	\$16.88	\$17.39
Investment Income	0.77	0.72	0.54	0.54
Project Recoveries	1.89	3.00	3.03	3.06
Total Revenue	13.15	19.80	20.45	20.99
Expenses				
Human Resource Costs	8.53	12.10	12.46	12.83
Administration	1.22	2.05	2.10	2.16
Professional Services	0.56	0.57	0.59	0.61
Amortization	0.14	0.08	0.08	0.09
Project Recoverable Expenses	1.89	3.00	3.03	3.06
Total Expenses	12.34	17.80	18.26	18.75
Annual Surplus	\$0.81	\$2.00	\$2.19	\$2.24
Total Debt	0.00	0.00	0.00	0.00
Accumulated Surplus	21.18	23.18	25.37	27.61
Capital Expenditures	0.08	0.06	0.07	0.07

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

Key Forecast Assumptions, Risk and Sensitivities

The budgeted financial information for fiscal years 2024/25 to 2026/27 was prepared based on the following assumptions and direction from the Shareholder:

1. Consulting fees reflect a rate increase of 5% for all job classifications effective April 1, 2024.
2. 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.

3. Operating expenses for fiscal years 2024/25 to 2026/27 are developed on the basis of a zero-based budgeting exercise.
4. Capital expenditures for fiscal years 2024/25 to 2026/27 are predominantly for network and computer hardware requirements. Computer software licenses are expensed when incurred.

Appendix A: Mandate Letter from the Minister Responsible



Date: June 14, 2023

Dana Hayden
Chair, Infrastructure BC
PO Box 9478 Stn Prov Govt
Victoria BC, V8W 9W6

Dear Ms. Hayden:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations – including Crowns, Health Authorities and Post Secondary Institution Boards – support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home – in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for Infrastructure BC, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well as ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.

In addition to continuing to make progress on your 2021 mandate letter, I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization.

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

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,

A handwritten signature in black ink that reads "Katrine Conroy". The signature is written in a cursive, flowing style.

Katrine Conroy
Minister of Finance and Minister responsible for the Columbia Basin Trust, Columbia Power Corporation, and the Columbia River Treaty
June 14, 2023

cc: Honourable David Eby, KC
Premier

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

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

Mary Sue Maloughney
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Susan Dujmovic
Board Member
Infrastructure BC

Eric Anthony Denhoff
Board Member
Infrastructure BC

Kristi Simpson
Board Member
Infrastructure BC

Kirsten Wilson
Board Member
Infrastructure BC

Dave Clancy
Board Member
Infrastructure BC

Justin Flint Napoleon
Board Member
Infrastructure BC

Allison Crane
Board Member
Infrastructure BC

Kyle Downie
Board Member
Infrastructure BC

Mark Liedemann
Chief Executive Officer/President
Infrastructure BC

Dana Hayden

Dana Hayden
Chair, Infrastructure BC
Date: July 11, 2023

Susan Dujmovic

Susan Dujmovic
Board Member, Infrastructure BC
Date: July 11, 2023

EAD

Eric Anthony Denhoff
Board Member, Infrastructure BC
Date: July 11, 2023

Kirsti Simpson

Kirsti Simson
Board Member, Infrastructure BC
Date: July 11, 2023

Kyle Downie

Kyle Downie
Board Member, Infrastructure BC
Date: July 19, 2023

Kirsten Wilson

Kirsten Wilson
Board Member, Infrastructure BC
Date: July 11, 2023

DAVE Clancy

Dave Clancy
Board Member, Infrastructure BC
Date: July 11, 2023

Justin Napoleon

Justin Flint Napoleon
Board Member, Infrastructure BC
Date: July 11, 2023

Allison Crane

Allison Crane
Board Member, Infrastructure BC
Date: July 11, 2023