



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  
Board Member  
Infrastructure BC

Kristine Simpson  
Board Member  
Infrastructure BC

Suzana Dujmovic  
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Mary Austin  
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Julian Paine  
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Roberta Stewart  
Board Member  
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Steve Lornie  
Board Member  
Infrastructure BC

Mark Liedemann  
Chief Executive Officer and President  
Infrastructure BC