



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, reading "Katrine Conroy". The signature is fluid and cursive, with the first name "Katrine" and last name "Conroy" clearly distinguishable.

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

Eric

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