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January 14, 2020

Allan Bruce, Chair
BC Infrastructure Benefits Inc.
89 West Georgia Street, Suite 1050
Vancouver, B.C. V6B 6G1

Dear Mr. Bruce:

I would like to extend appreciation on behalf of Premier Horgan and the Executive Council for your dedication, and that of your board members, in leading your organization and helping government deliver on our priorities to British Columbians.

Government remains focused on its three strategic priorities: making life more affordable, delivering better services, and investing in a sustainable economy.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of B.C. citizens are identified through their elected representatives, the members of the Legislative Assembly.

This mandate letter, which I am sending in my capacity as Minister responsible for BC Infrastructure Benefits, on behalf of the Executive Council, communicates those expectations for your agency. It sets out overarching government priorities that will inform your agency's policies and programs, as well as specific direction on priorities and expectations for the coming fiscal year.

Our goal is to build a strong, sustainable economy that works for everyone. We are committed to working with you and other Crown Agencies to provide quality, cost-effective services to British Columbia families and businesses. By adopting the Gender-Based Analysis Plus (GBA+) lens

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and Framework for Improving British Columbians' Standard of Living to policy development, we will ensure that equity is reflected in government budgets, policies and programs. You are encouraged to apply the GBA+ lens in your Crown Agency operations and programs. In the same vein, appointments to agencies, boards and commissions reflect government's direction to promote equity and leadership at senior levels in the public and private sectors, with a view to building strong public sector boards that reflect the diversity of British Columbia.

Two key priorities that will underpin lasting prosperity are advancing reconciliation with Indigenous Peoples and moving towards a low-carbon economy.

In November 2019, government passed the *Declaration on the Rights of Indigenous Peoples Act* which represents a crucial step towards true and lasting reconciliation. In keeping with the Calls to Action of the Truth and Reconciliation Commission, the Act was developed in collaboration with the First Nations Leadership Council to create a framework for reconciliation in B.C. All Crown Agencies are expected to incorporate the *Declaration on the Rights of Indigenous Peoples Act* and Calls to Action of the Truth and Reconciliation Commission within their specific mandate and context.

Announced in December 2018, the CleanBC plan puts our province on the path to a cleaner, better future – with a low-carbon economy that creates opportunities while protecting our clean air, land and water. As part of the new accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization plans to align operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk. Please be prepared to work with government to report out on these plans and activities.

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 2020/21. This will include online training modules and in-person conferences, as government works to support strong public sector boards that reflect the diversity of British Columbia.

As the Minister responsible for BC Infrastructure Benefits, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2020/21 Service Plan:

- Partner in the successful delivery of public infrastructure projects by enabling informed and competitive bids on projects to ensure Community Benefits Agreements are implemented.

- Mobilize and grow a diverse, safe and skilled workforce through outreach to local communities, indigenous communities and under-represented groups. Ensure the development and tracking of apprenticeship participation and completion rates by working with the Industry Training Authority to enable a supported workforce pathway.
- Honour the diversity and strength of community through the development and delivery of a cultural competency strategy and respectful workplace initiative for all BCIB employees.

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 2020.

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

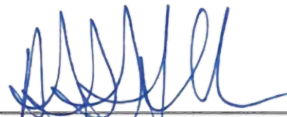
Sincerely,



Carole James
Minister and Deputy Premier



Allan Bruce, Chair
BC Infrastructure Benefits



Anita Atwal, Board Member
BC Infrastructure Benefits



Michael Bonshor, Board Member
BC Infrastructure Benefits

Roberta Ellis, Board Member
BC Infrastructure Benefits



Gary Kroeker, Board Member
BC Infrastructure Benefits

Clyde Scollan, Board Member
BC Infrastructure Benefits



Kirsten Wilson, Board Member
BC Infrastructure Benefits

At the time of signing Roberta Ellis and Clyde Scollan were no longer Directors of BCIB.

**cc: Honourable John Horgan
Premier**

**Don Wright
Deputy Minister to the Premier and Cabinet Secretary**

**Lori Wanamaker
Deputy Minister
Ministry of Finance**

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

**Irene Kerr
Chief Executive Officer/President
BC Infrastructure Benefits**