

BC Infrastructure Benefits

2023/24 – 2025/26 Service Plan

February 2023



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Board Chair's Accountability Statement



BC Infrastructure Benefits Inc. (BCIB)'s 2023/24 – 2025/26 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 15, 2023, have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Infrastructure Benefits' 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 BC Infrastructure Benefits' operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

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

David Miller
Board Chair, BC Infrastructure Benefits
February 15, 2023

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Strategic Direction

In 2023/24, public sector organizations will continue working to make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations. Government will focus on building a secure, clean, and fair economy, and a province where everyone can find a good home – whether in a rural area, in a city, or in an Indigenous community. B.C. will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous peoples to be full partners in an inclusive and sustainable province. The policies, programs and projects developed over the course of this service plan period will focus on results that people can see and feel in four key areas: attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy that can withstand global economic headwinds.

This 2023/24 service plan outlines how BC Infrastructure Benefits Inc. (BCIB) will support government's priorities including the foundational principles listed above and selected action items identified in the most recent [Crown Agency Mandate Letter](#).

This Service Plan was prepared in consultation with provincial officials and outlines how BCIB, through the Community Benefits Agreement (CBA), supports government's priorities. As a progressive construction employer on select public infrastructure projects, BCIB creates career opportunities for traditionally underrepresented workers to help meet the Province's skilled trades needs today and tomorrow.

Purpose of the Organization and Alignment with Government Priorities

BCIB is a provincial Crown corporation incorporated under the *Business Corporations Act* and directly accountable to the Minister of Finance. This Service Plan is aligned with the CBA and the direction provided in BCIB's Mandate Letter.

BCIB provides the qualified skilled trades workforce for the construction of select public infrastructure projects under the Community Benefits Agreement. The CBA is a collective labour agreement with objectives to grow and diversify the skilled trades. BCIB implements the CBA to create career opportunities for underrepresented workers, locals, apprentices, and to change the culture on construction job sites to help ensure our Province can meet labour market needs today and into the future.

With a focus on local hiring, BCIB gives British Columbians access to work opportunities in their communities. Local workers can then build, invest and stay in their communities. Indigenous peoples,

women and other traditionally underrepresented groups receive priority access to employment and training opportunities at BCIB.

BCIB also helps grow the next generation of construction workers needed in this Province. By working with the Affiliated Unions, contractors and project owners, BCIB helps maximize apprenticeship openings on major public infrastructure projects. BCIB provides those starting out their careers in the skilled trades with career paths and job opportunities.

Jobsite culture is one of the leading reasons women and Indigenous people leave construction. To recruit and better retain underrepresented workers, BCIB provides training to support contractors to foster jobsites that are inclusive and respectful of cultural differences. It developed the Respectful Onsite Initiative, a suite of training programs including History Matters and Justice, Equity, Diversity and Inclusion (JEDI) training as well as anti-racism and anti-discrimination policies to promote a safe and respectful worksite. With the support and participation of government project owners and contractors, all Employees under the CBA participate in this training.

Operating Environment

The demand for skilled trades workers across the construction industry and on CBA projects is creating pressures for companies and projects. As more workers retire and as new and existing projects ramp up, the need for skilled labour in British Columbia will continue to grow through the service planning period. BCIB uses strategies in the CBA to diversify and grow the construction labour pool in local communities across the province, not just where it employs workers, to support the development of the industry's future workforce.

Apprentices and trainees are key to developing the future skilled trades workforce. To date, the majority of BCIB's projects have been in transportation, but the start of construction on vertical infrastructure projects (hospitals and education facilities) will require different kinds of trades and their associated apprenticeship opportunities. The Cowichan District Hospital Replacement Project and the BCIT Trades and Technology Complex will be opportunities for BCIB to create meaningful training opportunities for apprentices, and ways to mobilize new groups of workers. BCIB welcomes the introduction of BC's *Skilled Trades Act* as a tool to formalize the ratios of apprentices to journeypersons across the industry and create safer, better learning environments for new workers.

BCIB understands that construction is a rapidly evolving environment and workforce requirements change quickly. That is why BCIB collaborates with contractors on CBA projects to develop forecasts and schedules for workforce requirements. These tools give BCIB a better view of upcoming workforce demands, available supply, and strategies to target recruitment.

More than ever, workers across all industries are demanding safe and respectful workplaces. Construction is no different, and culture change on jobsites will be an increasingly important factor in

recruiting and retaining new workers. The CBA requires Indigenous cultural competency and equity training, and BCIB has developed a unique training suite for all workers called the Respectful Onsite Initiative. This training is mandatory for all Employees on CBA projects, and BCIB works with contractors to schedule training and help improve jobsite culture. BCIB has also received interest in the Respectful Onsite Initiative from contractors not on CBA projects and from organizations outside the construction industry, demonstrating how more organizations recognize the importance of reconciliation and encouraging safe and respectful workplaces.

Project construction schedules and trades requirements will continue to drive BCIB's operations and recruitment. A cornerstone of BCIB's operations is its labour supply and demand forecasting. These tools continue to provide workforce for contractors as well as support the Province in its broader goals of diversifying and growing the skilled trades.

BCIB scales its operations and skilled trades roster to meet the construction schedules and requirements of its current projects. It will continue this work as new public infrastructure projects are announced for delivery under the Community Benefits Agreement.

Performance Planning

Goal 1: Mobilize and grow a safe, diverse, skilled workforce that represents the communities where CBA projects are built.

BCIB's mandate, and the objective of the CBA, is to address the skilled labour shortage and increase the number of skilled trades workers in British Columbia by hiring skilled Indigenous workers, locals, and workers traditionally underrepresented in the construction trades first. This goal is supported by objectives and performance measures that track BCIB's progress in creating opportunities for these underrepresented groups.

Objective 1.1: Increase the diversity of the trades workforce.

Women, Indigenous peoples, 2SLGBTQ+ workers and other equity-seeking groups are underrepresented in the skilled trades. Targeting underrepresented workers for career opportunities in construction will help introduce new, diverse workers to the industry and grow the total skilled trades workforce in the province.

Key Strategies

- Recruit for work on CBA projects in partnership with Indigenous communities and organizations supporting women, people with disabilities, and other traditionally underrepresented groups.
- Continue to use the Priority Hiring process in the CBA to hire Indigenous, local, and underrepresented workers first.
- Conduct Indigenous engagement with First Nations local to projects, including First Nations leadership, in partnership with Project Owners and the Ministry of Indigenous Relations and Reconciliation.
- Partner with Indigenous training and support agencies such as ACCESS and the BCATEAM to encourage employment for Indigenous and urban Indigenous peoples on CBA projects.

Discussion

BCIB uses Priority Hiring to provide career opportunities, apprenticeships, and trainee positions on a priority basis to Indigenous peoples, women, locals, and others traditionally underrepresented in construction¹. This process is continuous through the construction schedule and across all trades on a project and this should mean qualified workers in these groups are hired first. This helps to grow and diversify the kinds of workers employed on CBA job sites.

Measuring and reporting on the total project hours worked by Indigenous peoples and equity groups indicates how effective BCIB is at implementing the CBA's Priority Hiring provisions and employing a workforce that is reflective of BC communities.

¹ CBA Article 9.202 and CBA objectives Article 1.100 (k) and (n).

Objective 1.2: Increase apprenticeship and trainee opportunities to facilitate journey completion and achievement of qualifications.

Growing the skilled trades workforce through apprenticeships and trainee opportunities is a priority in the CBA². As workers retire, training the next generation of workers is critical to growing the workforce in the province.

Key Strategies

- Provide apprentices and trainees with maximum opportunities and access to a network of projects to continue their journey to certification.
- Work with contractors to develop and commit to the apprentice and trainee ratios for each trade, which provides the appropriate level of supervision and safety on the site.
- Continue BCIB's ongoing work to connect applicants who are not job ready with upskilling and training programs provided by contractors, the Affiliated Unions and training institutions.
- Work in partnership with contractors, training institutes and the Affiliated Unions that are part of the Allied Infrastructure and Related Construction Council (AIRCC) to identify gaps and opportunities for upskilling training programs for the most in-demand trades.
- Work with SkilledTradesBC (formerly the Industry Training Authority) and SkillPlan³ to connect apprentices and trainees with education and training supports.

Discussion

Supporting workers to achieve certification is a key tool for growing the skilled trades workforce. BCIB measures progress towards this objective by tracking hours worked by trainees and apprentices and the ratio of apprenticeship hours to journeyperson hours.

Apprentices in regulated trades (e.g., Carpenters, Ironworkers, Electricians) work towards their journeyperson or Red Seal Certification. Nonregulated trades (e.g., Operating Engineers, Teamsters) have trainee programs to help workers achieve equivalent qualification.

Objective 1.3: Foster a jobsite culture that is inclusive and respectful for a diverse workforce.

A jobsite culture that values safety and respect is key to attracting and retaining workers in the construction industry. BCIB recognizes a workplace free of discrimination and harassment is needed to meet the expectations of workers, especially those who experience racism and discrimination⁴. To help improve jobsite culture, the CBA includes requirements that training be delivered to all workers on-site⁵.

² CBA Article 1.100 (j), (k) and (m).

³ CBA Article 13.205.

⁴ CBA Article 1.100 (g), (h), (i) and (l).

⁵ CBA Article 9.205.

Key Strategies

- Provide the opportunity, knowledge and support for appreciating cultural differences and promoting reconciliation and respect on the jobsite through the Respectful Onsite Initiative suite of training programs.
- Include Indigenous knowledge sharers or Elders to make Respectful Onsite Initiative training inclusive of local communities, history, and customs.
- Ensure anti-bullying and anti-harassment priorities have support and buy-in from forepersons and contractors so CBA Employees have access to a safe and respectful worksite.

Discussion

BCIB has developed its Respectful Onsite Initiative training suite to support the development of a safe and respectful jobsite culture. Programs include History Matters (Indigenous Cultural Competency Training) and Justice, Equity, Diversity and Inclusion (JEDI) training as well as anti-racism and anti-discrimination policies. The Respectful Onsite Initiative prioritizes the needs of equity groups and Indigenous peoples and incorporates learnings and teachings from local Indigenous knowledge sharers / keepers. With the support and participation of government project owners and contractors, all Employees under the CBA participate in this training.

Reporting on the percentage of Employees who have completed BCIB's Respectful Onsite Initiative demonstrates BCIB's progress against the CBA objective and requirement of creating a jobsite culture that is inclusive and respectful of a diverse workforce.

Objective 1.4: Increase the local participation in the skilled trades workforce on CBA projects.

An objective of the CBA is to ensure locals have full and fair opportunities to participate⁶ in the infrastructure projects being built in their communities. Locals receive priority opportunities to work and build their careers on CBA projects.

Key Strategies

- Use established local recruitment planning and local networks to target qualified and underrepresented workers close to CBA projects.
- Partner with communities and municipalities to support local recruitment initiatives with tailored and project-specific job postings, information sessions and social media campaigns.

Discussion

Locals close to CBA projects receive Priority Hiring consideration to support the development of skilled trades capacity in communities close to the job sites.

⁶ CBA Article 1.100 (d) and (k).

By reporting on the percentage of total project hours worked by local hires, BCIB shows its performance against this CBA commitment.

Performance Measures

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
1.1 Percentage of total project hours worked by Indigenous peoples and equity groups. ¹	31%	20%	20%	20%

Data source: BCIB Employee payroll data

¹ This measure includes the participation of the following groups: women, Indigenous peoples, persons with disabilities, visible minorities and 2SLGBTQ+.

Discussion

BCIB measures and reports on the total project hours worked by Indigenous peoples and equity groups to track the diversity of its skilled trades workforce and its progress against the CBA's diversity objectives.

BCIB applicants and Employees can confidentially self-identify if they are members of a traditionally underrepresented group in construction. BCIB uses this data to track project hours worked by those groups.

BCIB has set a target of 20% of total project hours worked by underrepresented groups for future years. This target is based on performance in BCIB's early years and is more than double the construction industry average for the number of Indigenous peoples and women on projects. As new projects requiring different trades are advanced under the CBA, BCIB expects to achieve results similar or better than 20%.

BCIB's current forecast is trending above the original target, but it has maintained the same goal for future years. BCIB will continue to monitor this measure and may update it for future service planning periods.

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
1.2a Percentage of total project hours worked by apprentices and trainees.	8%	10%	10%	10%
1.2b Overall ratio of apprenticeship hours to journeyperson hours.	17%	25%	25%	25%

Data source: BCIB Employee payroll data

Discussion

Creating meaningful opportunities for apprentices and trainees will help grow the future skilled trades workforce. BCIB has two performance measures tracking learning opportunities. Performance Measure 1.2a measures the hours worked by apprentices and trainees. Performance Measure 1.2b measures supervision of apprentices by tracking the ratio of apprenticeship hours to journey person hours⁷. Reporting these two measures shows BCIB's progress towards growing the skilled trades workforce by creating opportunities on CBA projects.

BCIB has set 10% targets for total project hours worked by apprentices and trainees (Performance Measure 1.2a) based on performance in past years and the anticipated opportunities on vertical projects. This performance measure and the 10% targets appropriately reflect BCIB's current CBA portfolio of projects, which is weighted heavily on road building projects. Road building work traditionally employs trades that have trainee programs (Teamsters, Operating Engineers and Labourers), but fewer apprenticeship programs.

The 25% target for Performance Measure 1.2b is based on the apprenticeship supervision requirements in the CBA. In previous service plans, this metric was a range but has been updated to better reflect the language in the CBA.

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
1.3 Percentage of Employees who completed the Respectful Onsite Initiative program.	65%	100%	100%	100%

Data source: BCIB Employee payroll data

Discussion

BCIB coordinates with contractors and government project owners to schedule Respectful Onsite Initiative training. The CBA states that all CBA Employees will be provided with training and BCIB endeavours to achieve that requirement. However, at times, the contractor's construction schedule can impact the delivery of training.

Performance Measure	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
1.4 Percentage of total project hours worked by local hires.	74%	45-65%	45-65%	45-65%

Data source: BCIB Employee payroll data

⁷ This performance measure supports CBA Article 9.302 which sets an overall target ratio of apprenticeship hours to journey person hours for all BC-recognized Red Seal Trades, averaged over the projects.

Discussion

Tracking hours worked by local hires shows BCIB's progress towards developing the local workforce. A local resident is generally defined as someone living within 100km of the project. This provides priority access for those living closest to the projects and helps increase local skills capacity.

The geographic differences between CBA projects in the Lower Mainland, Vancouver Island and the Interior of the province mean some projects have more local population, and greater local workforce availability. BCIB has set future targets at 45-65% to reflect this variability.

Goal 2: Successfully administer and implement the Community Benefits Agreement on public infrastructure projects.

BCIB relies on stakeholders and partners to help make CBA projects successful. The CBA is a change to how industry and unions have built infrastructure in the past. BCIB conducts engagement, establishes partnerships and collaborates with contractors, unions, communities, and government project owners to deliver CBA objectives.

Objective 2.1: Support procurement on CBA infrastructure projects.

To help familiarize businesses with the CBA and to support project procurements, BCIB conducts engagement and dialogue with the contractor community. This helps projects proceed as planned and ensures the terms of the CBA are understood by contractors.

Key Strategies

- Proactively engage the contractor community, and the vertical construction industry, with workshops and information sessions to support project procurement.
- Target unionized, non-unionized and independent contractors to support bidding and participation in CBA projects.
- Engage in regular opportunities for feedback, collaboration, and education to communicate and inform unions, industry stakeholders, and the contractor and subcontractor community about the CBA objectives and terms.
- Demonstrate how the CBA is implemented on project bids and at the worksite through BCIB's active engagement with bidders and other targeted outreach during each project's procurement process.

Discussion

BCIB's engagement and dialogue with the contractor community supports one of the key objectives in the CBA, which is to allow any contractor in the construction industry to bid on and perform work on CBA projects⁸. Across projects, nearly 60% of contractors are not affiliated with AIRCC Affiliated Unions. Open shop, non-unionized or contractors associated with alternative unions make up the majority of companies building CBA projects. That shows that industry participation in CBA projects is widespread and not just limited to unionized companies.

⁸ CBA Article 1.100(a).

Objective 2.2: Engage with community groups, labour and industry to recruit skilled workforce and enhance CBA awareness.

An objective of the CBA is to grow and diversify the workforce. BCIB cannot achieve its mandate alone and requires support from a range of partners, communities, and agencies to recruit and mobilize workers and successfully implement the CBA.

Key Strategies

- Integrate with government partners such as SkilledTradesBC, and accredited training organizations, the Ministry of Post Secondary Education and Future Skills, to offer skilled graduates employment opportunities on projects and connect candidates who may require upskilling and training.
- Communicate CBA employment opportunities to organizations such as equity groups, labour, community groups, and economic development associations.

Discussion

Objectives of the CBA include maximizing access to CBA projects to all available and experienced workers⁹ and ensuring individuals, communities and businesses have full and fair opportunity to participate in the benefits of CBA projects¹⁰. To do this, BCIB conducts targeted outreach to help recruit and mobilize a skilled workforce and create awareness of the CBA within the construction industry.

BCIB regularly engages with community groups, economic development associations, employment support organizations and industry associations to create valuable partnerships in recruiting, mobilizing, and growing a diverse, skilled trades workforce.

Performance Measures

Performance Measure[s]	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
2.1 Number of contractors engaged through industry engagement and collaborative meetings on CBA projects.	120	100	Based on project schedule	Based on project schedule

Data source: BCIB industry engagement data

Discussion

BCIB supports project procurement by working closely with industry, before, during and after projects are tendered. Engagement includes meetings with individual contractors, business-to-business networking sessions, technical workshops, info sessions, all proponent meetings and specific topic meetings held in partnership with government project owners.

⁹ CBA Article 1.100(b).

¹⁰ CBA Article 1.100(d).

The number of industry engagements and collaborative meetings in future years will depend on the number of projects selected by government to be delivered under the CBA. The target for 2023/24 has been developed based on specified CBA projects currently in the planning or procurement phase. Targets for future years will be established on what projects are approved to be delivered under the CBA.

Performance Measure[s]	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
2.2 Completion of outreach engagements.	155	100	100	100

Data source: BCIB stakeholder and rightsholder engagement data

Discussion

Outreach engagements for this performance measure include meetings with businesses and training and support services close to CBA projects.

Engagement, collaboration, and education are key to the successful implementation of the CBA. BCIB is assuming its number of engagements will increase with the addition of vertical infrastructure projects to its portfolio. It will continue to proactively engage employment support organizations, community groups, industry, and economic development associations as appropriate.

Goal 3: Optimize business processes to deliver on CBA objectives.

BCIB works proactively with contractors, project owners and the Affiliated Unions to provide skilled workforce in a timely manner and help mitigate labour supply risks for contractors. This helps BCIB and projects achieve the objectives set out in the CBA.

Objective 3.1: Build processes that mitigate labour supply risk for BCIB and contractors.

BCIB uses collaborative forecasting and supply and demand modelling tools to assess labour availability and risks. Forward-looking assessments of labour supply helps ensure costs are kept low while delivering CBA objectives.

Key Strategies

- Use BCIB's labour supply and demand model to identify skilled workforce gaps in the near, mid and long term.
- Work with contractors, government project owners and the AIRCC to review contractor workforce forecasts.
- Use relationships with community groups and employment services to recruit ahead of anticipated contractor demand.
- Fill contractor Employee requests accurately and in a timely manner by working closely with the AIRCC Affiliated Unions.

Discussion

Contractors are required to submit rolling, three-month, skilled workforce forecasts to BCIB every month to assist with sourcing and providing the skilled workforce. BCIB discusses these forecasts with the contractor, the AIRCC and the government project owner to plan for anticipated future skilled workforce needs and projected timing.

BCIB's labour supply and demand model anticipates potential workforce supply challenges for high demand trades. The model considers projects across the province, and both the supply of unionized and non-union workforce.

The labour supply and demand model and contractor forecast review enables BCIB to effectively source and supply the skilled workforce in a timely manner and help mitigate labour supply risk.

Performance Measures

Performance Measure[s]	2022/23 Forecast	2023/24 Target	2024/25 Target	2025/26 Target
3.1 Percentage of Employee requests filled within 30 days.	98%	90%	90%	90%

Data source: BCIB

Discussion

Targets of 90% have been set for this measure to recognize the high number of BCIB Employees successfully deployed to contractors on CBA projects within 30 days. Efficient and reliable business processes are required to successfully meet contractors' fluctuating demands on the projects.

Sourcing, recruiting and reliably deploying Employees demonstrates BCIB's ability to meet contractor demand and deliver its mandate.

Financial Plan

Financial Summary

\$m	2022/23 Forecast	2023/24 Budget	2024/25 Plan	2025/26 Plan
Revenue				
Contracted Services ¹¹	159.2	246.4	270.2	256.7
Service Fee	15.0	19.9	20.5	19.7
Total Revenue	174.2	266.3	290.7	276.4
Expenses				
Project Skilled Workforce	159.2	246.4	270.2	256.7
People Services	2.7	4.4	4.5	4.2
Operations	3.1	4.4	4.5	4.3
Finance & Corporate Services	9.2	11.1	11.5	11.2
Total Expenses	174.2	266.3	290.7	276.4
Annual Surplus (Deficit)	0.0	0.0	0.0	0.0
Total Debt	13.0	10.0	8.0	8.0
Accumulated Surplus (Deficit)	0.0	0.0	0.0	0.0
Capital Expenditures	1.0	1.0	0.6	0.5

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

¹¹ Project payroll costs are fully recovered from contractors and subcontractors. As such, BCIB's Contracted Services and Project Skilled Workforce line items are generally the same.

Breakdown of Total Expenses

\$m	2022/23 Forecast	2023/24 Budget	2024/25 Plan	2025/26 Plan
Salaries & Benefits	167.7	256.6	281.0	267.2
Administration, IT & Other	3.0	4.5	4.6	4.5
Contractors	1.6	2.5	2.4	2.3
Professional Services	1.1	1.7	1.7	1.4
Facilities	0.8	1.0	1.0	1.0
Total Expenses	174.2	266.3	290.7	276.4

A majority of the Salaries & Benefits line is payroll costs for BCIB Employees who perform skilled trades work on major infrastructure projects.

Key Forecast Assumptions, Risks and Sensitivities

BCIB's budget and forecast reflect the following assumptions:

- Project start dates, along with the project scope and budget, are key inputs into establishing workforce labour costs. Any changes to these inputs will push out or defer impact to Project Skilled Workforce costs and Contracted Services revenue.
- Interest rate changes and inflation could impact the forecast.

Management's Perspective on Financial Outlook

BCIB recognizes that project schedules can shift, and that payroll recovered from contractors is dependent on the project schedule and timing. When project schedule changes do occur, they are outside of BCIB's control and revenue targets are impacted because of lower-than-expected numbers of workers employed on jobsites. BCIB maintains focus on managing costs, monitoring performance against targets, and meeting annual financial metrics.

Appendix A: Mandate Letter from the Minister Responsible



May 19, 2021
486029

David Miller
BC Infrastructure Benefits Inc.
89 West Georgia Street, Suite 1050
Vancouver, B.C. V6B 6G1

Dear David Miller:

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 BC Infrastructure Benefits, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to BC Infrastructure Benefits about priorities and expectations for the coming fiscal year.

.../2

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, 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. This will include online training and information about provincial government initiatives to foster engaged and informed boards.

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 2021/22 Service Plan:

- Continue to 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.
- Continue to partner in the successful delivery of CBA public infrastructure projects by enabling informed and competitive bids on projects to ensure Community Benefits Agreements are implemented. Through successful working partnerships with proponents and project teams, projects under the CBA will continue to create jobs with priority hiring for local, Indigenous, women and other underrepresented groups.
- Identify strengths and opportunities to optimize business processes to deliver on its mandate and government's objectives for the organization and to ensure alignment and implementation of the recommendations from the operational review.

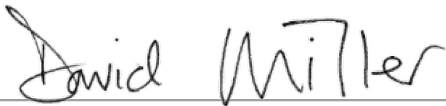
Each board member is required to sign the Mandate Letter to acknowledge government's direction to your organization. The signed Mandate Letter is to be posted publicly on your organization's website in spring 2021.

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

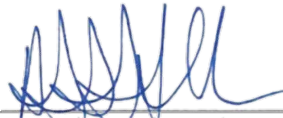
Sincerely,



Selina Robinson
Minister of Finance



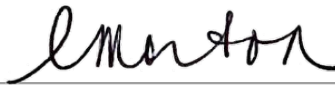
David Miller, Chair
BC Infrastructure Benefits



Anita Atwal, Board Member
BC Infrastructure Benefits



Michael Bonshor, Board Member
BC Infrastructure Benefits



Cynthia Morton, Board Member
BC Infrastructure Benefits



Gary Kroeker, Board Member
BC Infrastructure Benefits

cc: See Attached Distribution List:

Distribution List:

cc: Honourable John Horgan
Premier

Lori Wanamaker
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

Douglas S. Scott
Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

David Miller
Chair
BC Infrastructure Benefits Inc.

Anita Atwal
Director
BC Infrastructure Benefits Inc.

Gary Kroeker
Director
BC Infrastructure Benefits Inc.

Michael Bonshor
Director
BC Infrastructure Benefits Inc.

Cynthia Morton
Director
BC Infrastructure Benefits Inc.

Irene Kerr
Chief Executive Officer/President
BC Infrastructure Benefits Inc.