

BC Infrastructure Benefits

2024/25 – 2026/27 Service Plan

February 2024



BCIB

Building
Opportunity
Here



Respectful
Onsite
Initiative

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Board Chair's Accountability Statement



The 2024/25 – 2026/27 BC Infrastructure Benefits Inc. (BCIB) 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 11, 2024, 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 fluid and cursive, with the first name and last name clearly distinguishable.

David Miller
Board Chair, BC Infrastructure Benefits
February 11, 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 BC Infrastructure Benefits Inc. (BCIB) will support the government's priorities and selected action items identified in the most recent [BCIB Mandate Letter](#).

As the construction employer on select public infrastructure projects that apply the Community Benefits Agreement (CBA), 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 supports government's priorities as the construction employer on select public infrastructure projects. BCIB's mandate is to grow and diversify the skilled trades. It does this by offering career opportunities for underrepresented workers, locals, apprentices, and by working to change the culture on construction jobsites. This helps ensure our Province can meet labour market needs today and into the future.

BCIB helps provide careers for Indigenous tradespeople, and positively impacts onsite culture through its Respectful Onsite Initiative (ROI). BCIB's ROI training program includes two components: *History Matters*, Indigenous Cultural Competency training and *Justice, Equity, Diversity, and Inclusion* (JEDI) training. Together, they promote a safe and respectful worksite. With the support and participation of government project owners and contractors, BCIB employees participate in this training.

ROI contributes to lasting and meaningful reconciliation by educating participants about the history of the *Indian Act* and its impact on Indigenous peoples. Local First Nations' Knowledge Sharers help ground *History Matters* training in the territories where projects are being built and where crews are working. By listening to the stories and experiences of the Knowledge Sharers, participants can better understand the impact of the *Indian Act*. This is a foundational step toward meaningful reconciliation and aligns with the Declaration on the Rights of Indigenous Peoples Act Action Plan.

ROI also contributes to diversity and inclusion through its JEDI training by facilitating open discussion about racism, differences, and bias. Once workers know how to support one another they can take an active role in creating workplaces free of bullying, discrimination, and harassment. This training, along with *History Matters*, helps improve both worksite culture, employee retention and grows the next generation of construction workers needed in this Province.

With a focus on local hiring, BCIB gives British Columbians access to work opportunities in their communities. Offering jobs to locals helps keep the benefits of these projects within the communities in which they are built. Indigenous peoples, women and other traditionally underrepresented groups receive priority access to employment and training opportunities at BCIB.

BCIB works with 19 Affiliated Unions known as the Allied Infrastructure and Related Construction Council, (AIRCC)¹. By working with the Affiliated Unions, contractors and project owners, BCIB helps grow the next generation of construction workers needed in this Province through apprenticeship opportunities. Apprenticeships maximize access to good paying jobs on major infrastructure projects, which is important because apprenticeships provide tradespeople a qualified certification, such as Red Seal. Red Seal certification is the highest level of certification an apprentice can achieve and is offered in 39² construction trades and recognized throughout Canada. BCIB provides apprenticeship opportunities on each project. By doing so, BCIB is helping to secure the Province's legacy of certified skilled trades workers, allowing for those starting out their careers to choose a stable career path and future job opportunities.

When an applicant does not meet the qualifications for a skilled trades role, BCIB helps connect candidates to training and upskilling programs so they can become job ready. Candidates who choose to undertake upskilling opportunities are better equipped to receive work in the future.

Operating Environment

The demand for skilled trades workers across the construction industry is creating pressures for companies and projects. BCIB diversifies and grows the construction workforce in local communities across the province to support future workers and the industry.

Apprentices and trainees are key to developing the future skilled trades workforce. To date, the majority of BCIB's projects have been in road building, but construction on vertical infrastructure projects (hospitals, education facilities and SkyTrain stations) requires a new variety of trades that bring new apprenticeship opportunities. Road building projects typically rely on more trades with trainees, rather than apprentices. The Cowichan District Hospital Replacement Project, the new Broadway Subway Project, including stations, the BCIT Trades and Technology Complex, and Vancouver Community College's Centre for Clean Energy and Automotive Innovation will create opportunities to train and mobilize a new group of workers, such as bricklayers, electricians, pipefitters, glaziers, and painters.

BCIB works with contractors ahead of construction to forecast the need for and number of workers. Project construction schedules and trades requirements will continue to drive BCIB's operations and recruitment, and BCIB scales its operations accordingly.

Workers across all industries are demanding safe and respectful workplaces. Construction is no different, and culture change on jobsites is an increasingly important factor in recruiting and retaining new workers. As more organizations are recognizing the importance of reconciliation and encouraging safe and respectful workplaces, BCIB also offers ROI to other companies.

To align with CleanBC targets and the *Climate Change Accountability Act*, SkillPlan developed *Building It Green* training for BCIB workers. This new training helps create awareness of strategies and methods to improve the industry's impact on the environment, with a goal to successfully deliver low-carbon infrastructure projects.

¹ The AIRCC 19 Affiliated Unions will be referred to after this point as "Affiliated Unions".

² [Red Seal Trades](#)

Performance Planning

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

BCIB's mandate is to grow and diversify the skilled trades workforce in British Columbia. Qualified Indigenous peoples, locals, and workers traditionally underrepresented in the construction trades are among the first hired. 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.

Indigenous peoples, women, 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 women, people with disabilities and other traditionally underrepresented groups for work on CBA projects in partnerships with Indigenous communities and other support organizations.
- Continue to offer meaningful career opportunities for equally qualified workers through a continuous and equitable hiring process (Priority Hiring), where Indigenous peoples, locals, and underrepresented workers are among the first hired.
- Conduct Indigenous engagement with First Nations near projects, including First Nations leadership, in partnership with project owners and the Ministry of Indigenous Relations and Reconciliation.
- Partner with Indigenous Skills, Employment and Training Societies (ISETS) to share workforce projections, identify key trades and apprenticeship opportunities, support existing and planned programming and explore joint initiatives with the Affiliated Unions.
- Work with local educational organizations, union partners and WorkBC centres to offer specialized trades training programs and courses that focus on equity seeking and underrepresented workers.

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 construction³. This process is continuous through the construction schedule and across all trades on a project, helping qualified workers in these groups get hired first. This helps to grow and diversify the workforce employed on projects and is the reason BCIB is exceeding industry averages for women and Indigenous workers.

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.

³ 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 of BCIB and the Affiliated Unions⁴. As workers retire, training the next generation of workers is critical to growing the workforce in the province.

Key Strategies

- Work directly with contractors to actively monitor and promote the inclusion of apprentices and trainees into each Contractor Employee Request⁵ while ensuring the appropriate level of supervision and safety on the site.
- Work in partnership with contractors, training institutes and the Affiliated Unions to create customized training initiatives based on long term labour forecast with a focus on diversifying the workforce and placing graduates on projects.
- Work with SkilledTradesBC and SkillPlan⁶ to connect apprentices and trainees with education and training supports provided by contractors, the Affiliated Unions and training institutions.

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. Where possible, apprentices are rehired and tracked throughout BCIB's network of projects.

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 similar qualification. Certification paves the way for professional recognition and consistent employment opportunities, and ultimately attracts more people to the trades.

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

Equity, diversity and inclusion are core BCIB values. BCIB sees these values as competitive advantages for recruiting construction talent. In today's tight labour market, workers seek out progressive employers and environments. Proactively fostering a respectful work culture helps BCIB recruit the workforce needed to build BC's infrastructure. To help improve jobsite culture in the sector, the CBA includes requirements that training be delivered to all workers onsite⁷.

Key Strategies

- Provide BCIB's Respectful Onsite Initiative suite of training programs to all BCIB corporate and project skilled workers.
- Include Indigenous Knowledge Sharers or Elders in Respectful Onsite Initiative training sessions so that local history, knowledge, and customs are shared firsthand with BCIB workers.

⁴ CBA Article 1.100 (j), (k) and (m).

⁵ The method used by contractors with a signed agreement with BCIB to submit labour requirements.

⁶ CBA Article 13.205.

⁷ CBA Article 9.205.

- Train and certify all BCIB corporate staff in gender-based analysis (GBA+) to inform policies and procedures.
- Ensure anti-bullying and anti-harassment priorities have support and buy-in from forepersons and contractors so BCIB employees have access to a safe and respectful worksite.

Discussion

BCIB's Respectful Onsite Initiative (ROI) training supports the development of a safe and respectful jobsite culture. ROI includes *History Matters* (Indigenous Cultural Competency) and Justice, Equity, Diversity and Inclusion (JEDI) training. The Respectful Onsite Initiative provides participants with knowledge and tools to work as part of a team to create welcoming and respectful jobsites. Local First Nations Knowledge Sharers/Keepers impart learnings and teachings to participants, which is important in building a foundation for reconciliation. With the support and participation of government project owners and contractors, all BCIB employees are required to participate in this training.

BCIB's first Workforce Engagement Support Advisor and an Indigenous Workforce Engagement Support team are employed on the Cowichan District Hospital Replacement Project. They function as role models and support for workers, with the focus on mentoring Indigenous apprentices. Future projects will include these types of roles to help reduce barriers that may exist for underrepresented skilled trades workers.

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 workforce⁸. It is a comprehensive approach to supporting workers and the foundation of recruiting and retaining 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 participate⁹ 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 channels and community networks to target qualified and underrepresented workers close to CBA projects.
- Partner with communities, local governments and ISETs to support local recruitment initiatives with tailored and project-specific job postings, information sessions and social media campaigns.
- Host local information sessions and attend job fairs in communities local to CBA projects to promote the advantages of working for BCIB and share stories and experiences of BCIB employees.

Discussion

Locals close to CBA projects receive Priority Hiring consideration to support the development of skilled trades capacity in communities close to the jobsites. BCIB works with contractors to hire skilled tradespeople who live within 100km of a project. By employing local workers the benefits of these projects remain within the communities where they are built. By reporting on the percentage of total project hours worked by local hires, BCIB shows its performance against this CBA commitment.

⁸ CBA Article 9.205.

⁹ CBA Article 1.100 (d) and (k).

Performance Measures

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.1 Percentage of total project hours worked by Indigenous peoples and equity groups. ¹	30%	25%	25%	25%

Data source: BCIB Employee payroll data

¹ This measure includes the participation of the following groups: Indigenous peoples, women, 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 is compliant with the Anti-Racism Data Act (ARDA) through the Freedom of Protection and Personal Privacy Act (FIPPA). As such, 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 25% 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 25%.

Performance Measures	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.2a Percentage of total project hours worked by apprentices and trainees.	10%	10%	10%	10%
1.2b Overall ratio of apprenticeship hours to journeyperson hours ¹⁰ .	18%	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 the utilization and supervision of apprentices by tracking the ratio of apprenticeship hours to journeyperson hours. Reporting these two measures shows BCIB's progress towards growing the skilled trades workforce by creating opportunities on CBA projects.

BCIB has set a 10% target for total project hours worked by apprentices and trainees (Performance Measure 1.2a) based on performance in past years. This performance measure and the current target appropriately reflects the mix of trades anticipated to be deployed during the year. BCIB will monitor performance and

¹⁰ This performance measure supports CBA Article 9.302, which sets an overall target ratio of apprenticeship hours to journeyperson hours for all BC-recognized Red Seal Trades, averaged over the projects. Performance Measure 1.2b was developed based on ratios in the original CBA and before Labourers had developed full apprenticeship opportunities through Construction Craft Worker certification. As such, this performance measure excludes Labourers.

review targets for subsequent years as the weight of road building projects and its corresponding influence in the labour mix begin to decrease.

The 25% target for Performance Measure 1.2b is based on the apprenticeship utilization and supervision requirements in the CBA. BCIB endeavors to maximize this measure while maintaining the requirements for safety and supervision.

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.3 Percentage of employees who completed the Respectful Onsite Initiative program.	89%	100%	100%	100%

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	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1.4 Percentage of total project hours worked by local hires.	76%	45-65%	45-65%	45-65%

Data source: BCIB Employee payroll data

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 shared goals of the Community Benefits Agreement on public infrastructure projects.

BCIB relies on 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, First Nations Rightsholders 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.
- Work with all contractors (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 projects¹¹. Across projects, nearly 60% of contractors are not affiliated with the Allied Infrastructure and Related Construction Council (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. The CBA includes protections for non-unionized contractors to ensure all companies can bid and perform work ¹².

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, First Nations Rightsholders and agencies to recruit and mobilize workers and successfully implement the CBA.

Key Strategies

- Communicate employment opportunities to organizations by working with local community groups, economic development associations, equity seeking and underrepresented groups.
- Work in partnership with the Affiliated Unions, SkilledTradesBC and the Ministry of Post Secondary Education and Future Skills as well as local school districts, through their career counsellors, to present project opportunities to students.
- Engage with local governments to help attract the workforce to projects being built in their communities.
- Meet with local First Nations Rightsholders to communicate employment and upskilling opportunities and request a list of their qualified skilled workers for Priority Hiring.

Discussion

Objectives of the CBA include maximizing access to CBA projects to all available and experienced workers¹³ and ensuring individuals, communities and businesses have full and fair opportunity to participate in the

¹¹ CBA Article 1.100(a).

¹² CBA Article 5

¹³ CBA Article 1.100(b).

benefits of CBA projects¹⁴. 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, local governments, 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	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 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.

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 2024/25 has been developed based on specified CBA projects currently in the planning or procurement phase. Targets for future years will be established based on what projects are approved to be delivered under the CBA.

Performance Measure	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
2.2 Completion of outreach engagements.	250	200	Based on project schedule	Based on project schedule

Data source: BCIB Stakeholder and Rightsholder engagement data

Discussion

Outreach engagements for this performance measure include meetings with businesses, First Nations Rightsholders, 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, local governments, 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 a 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.

¹⁴ CBA Article 1.100(d).

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

- Identify skilled workforce gaps to inform recruitment strategies using the BCIB labour supply and demand model.
- Work with contractors, government project owners and the Affiliated Unions to review contractor workforce forecasts.
- Recruit the skilled workforce that contractors anticipate they need through proactive engagement with community groups and employment services.
- Fill Contractor Employee Requests accurately and in a timely manner by working closely with the 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 Affiliated Unions 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	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3.1 Percentage of Employee requests filled within 30 days.	97%	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 demonstrate BCIB's ability to meet contractor demand and deliver its mandate.

Financial Plan

Financial Summary

\$m	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
Revenues				
Contracted Services	214.7	254.6	222.8	106.9
Service Fee	18.5	20.5	18.9	11.3
Total Revenue	233.2	275.1	241.7	118.2
Expenses				
Project Skilled Workforce	214.7	254.6	222.8	106.9
People Services	4.8	5.1	4.1	1.5
Operations	3.6	4.4	4.0	1.8
Finance & Corporate Services	10.1	11.0	10.8	8.0
Total Expenses	233.2	275.1	241.7	118.2
Annual Surplus (Deficit)	0.0	0.0	0.0	0.0
Total Debt	16.0	16.0	16.0	16.0
Accumulated Surplus (Deficit)	0.0	0.0	0.0	0.0
Capital Expenditures	1.0	1.0	1.2	0.5

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

Breakdown of Total Expenses

\$m	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
Wages & Benefits	225.6	266.8	234.0	113.9
Administration, IT & Other	3.6	3.9	3.6	1.9
Professional Services	1.1	1.2	1.2	0.7
Contractors	1.9	2.2	1.8	0.6
Facilities	1.0	1.0	1.1	1.1
Total Expenses	233.2	275.1	241.7	118.2

¹ A majority of the Wages & Benefits represents those employees that perform construction 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 impact Project Skilled Workforce costs and Contracted Services revenue.

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. New projects are added to the CBA as they are approved by government.

Appendix A: Mandate Letter from the Minister Responsible



Date: June 14, 2023

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

Dear Mr. Miller:

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 BC Infrastructure Benefits, 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 is 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 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,

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

Gary Kroeker
Director
BC Infrastructure Benefits Inc.



Anita Atwal
Director
BC Infrastructure Benefits Inc.

Cynthia Morton
Director
BC Infrastructure Benefits Inc.

Chief Clifford White (Nees Ma'Outa)
Director
BC Infrastructure Benefits Inc.

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

David Miller
Chair, BC Infrastructure Benefits Inc.
Date: July 11, 2023

Gary Kroeker
Director, BC Infrastructure Benefits Inc.
Date: July 11, 2023

Anita Atwal
Director, BC Infrastructure Benefits Inc.
Date: July 11, 2023

Cynthia Morton
Director, BC Infrastructure Benefits Inc.
Date: July 11, 2023

Chief Clifford White (Nees Ma'Outa)
Director, BC Infrastructure Benefits Inc.
Date: July 11, 2023