

BC Infrastructure Benefits

2026/27 – 2028/29 Service Plan

February 2026



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Board Chair's Accountability Statement



The 2026/27 – 2028/29 BC Infrastructure Benefits Inc. 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 January 27, 2026, have been considered in preparing the plan. The performance measures presented are consistent with and support the goals of the *Budget Transparency and Accountability Act*. BC Infrastructure Benefits' mandate and goals 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 "Cynthia Morton". The signature is fluid and cursive, with the first name being more prominent.

Cynthia Morton
Board Chair, BC Infrastructure Benefits
January 27, 2026

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Strategic Direction

In 2026/27, the public sector organizations will do their part to support the Government of British Columbia's prioritizing support for people by taking action to make life better for everyone.

Despite a challenging fiscal environment due to global uncertainty, trade relationship reordering, and low resource prices, over the past year Government made significant progress on efforts to reduce costs for British Columbians, hire more doctors and nurses, and build more homes, hospitals and schools, faster. Crown Agencies will continue to advance these key priorities even as tariffs, trade policies, and instability outside of the province's borders continue to put pressure on the province's finances.

Ongoing fiscal pressure means all parts of Government, including Crown Agencies must continue to do their part to maximize efficiencies and make sure every dollar counts.

To respond to these extraordinary times, Crown Agencies will support Government's focus on expanding trade and investment both within Canada and abroad and delivering major projects that offer good jobs and opportunities for people and communities. This focus on economic growth and prosperity is critical to delivering the revenue needed to provide services and infrastructure.

Good relationships and mutually beneficial partnerships with First Nations are critical to building a better future for everyone in British Columbia. Crown Agencies will continue supporting efforts to implement the Declaration on the Rights of Indigenous Peoples Act Action Plan. Through collaboration and open dialogue, we aim to foster trust, stability and certainty for all.

This 2026/27 service plan outlines how BC Infrastructure Benefits will support the Government's priorities and selected action items identified in the Minister's [most recent Mandate Letter](#).

Purpose of the Organization and Alignment with Government Priorities

BCIB exists to ensure provincial infrastructure projects have a reliable labour supply and that people and communities have good local jobs and opportunities. BCIB is a provincial Crown corporation incorporated under the *Business Corporations Act* and directly accountable to the Minister of Infrastructure. This Service Plan is aligned with goals of the Province, the Mandate Letter to the Minister of Infrastructure and BCIB's Mandate Letter.

BCIB is a critical part of the Province's skilled trades training pathway. BCIB develops the future workforce by increasing apprenticeship opportunities, hiring locals and underrepresented skilled trades workers on select public infrastructure projects. This furthers government's

priorities of growing and diversifying the province's skilled trades workforce to deliver infrastructure faster.

BCIB is cost effective and tracks its costs to maximize efficiencies. BCIB's contribution to completed projects has been under budget and less than 2% of a project's budget. This investment delivers important outcomes for the Province's priorities including local hiring and careers for apprentices, Indigenous workers and women.

BCIB has a collective agreement that includes a mechanism called Priority Hiring that mandates equitable hiring practices as well as shared objectives to ensure projects get built safely, efficiently, economically and without interruption. Thanks to Priority Hiring, BCIB can offer employment opportunities to skilled tradespeople who live near projects, supporting good careers for British Columbians. 96%¹ of BCIB's skilled trades employees call this province home with the remaining workers coming from other Canadian provinces. 12%² of BCIB's skilled workers have been Indigenous, twice the provincial average.

BCIB does more than employ the workforce: it recruits, trains, and retains the workforce. It recruits and trains tradespeople by working with the Affiliated Unions, local employment agencies, First Nations, training institutes and other organizations. BCIB and contractors help to retain underrepresented workers in the sector by providing onsite supports and mandatory BCIB training programs.

BCIB also helps the Province's efforts to support the construction sector so more projects can be built faster. BCIB provides the following services to contractors, free of charge: local workforce recruitment; workforce supply; administrative and payroll services; human resources and people management, including bullying and harassment investigations; jurisdictional assignments with unions, policy development and management, and onsite representatives to support both contractors and workers. BCIB's work with contractors has helped make sure every project it has been involved in has received competitive bidders.

BCIB reduces labour supply risk, maximizes employment opportunities for trainees and apprentices, and helps keep wages in local communities. It does this while building up a skilled trades workforce that reflects B.C. communities. While the Province is investing in skilled tradespeople to grow the construction workforce, BCIB continues to be a vital part of that pipeline.

BCIB tracks and reports detailed workforce data, including equity demographics. As an employer on Community Benefits Agreement projects, BCIB has one of the largest repositories of workforce equity data in the construction industry. It reports out regularly to demonstrate how the Province is changing the workforce and advancing government's priorities.

BCIB provides apprenticeship opportunities on each project. By doing so, BCIB will continue to help 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

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

² Fiscal 2025/26, up to September 30, 2025.

interested applicant does not meet the qualifications for a skilled trades role, BCIB will connect them to a partner, such as SkilledTradesBC, so they can become job ready.

BCIB will continue to work with the labour movement so its workers are paid competitive wages and benefits. Because BCIB prioritizes local hiring, its payroll will be spent in British Columbia communities. This supports economic growth and affordability in our province.

BCIB contributes to the Province's commitment to reconciliation by providing careers for Indigenous tradespeople and by positively impacting onsite culture through its Respectful Onsite Initiative. BCIB's Respectful Onsite Initiative is a mandatory training program for all employees. It includes two components: History Matters (Indigenous Cultural Competency training) and JEDI (Justice, Equity, Diversity, and Inclusion) training. Local First Nations' Knowledge Sharers help ground the training in the territories where projects are being built. This aligns with the Declaration on the Rights of Indigenous Peoples Act Action Plan by contributing to the goals of ending racism and supporting social and economic well-being. These training programs promote a safe and respectful worksite and safer communities and contribute to retention of qualified workers. BCIB employees will continue to participate in this training to help combat hate and racism which is on the rise around the world.

Performance Planning

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

The Province prioritizes delivering major projects that offer good jobs and opportunities for people and communities. BCIB provides this by making sure qualified locals, Indigenous peoples, 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 to employ skilled workers from underrepresented groups.

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1.1 Percentage of total project hours worked by local hires.	80%	75-85%	75-85%	Based on project schedule

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1.2a Percentage of total project hours worked by Indigenous peoples, women and other equity groups. ³	30%	30-35%	30-35%	Based on project schedule
1.2b Percentage of total project hours worked by Indigenous peoples	11%	11-13%	11-13%	Based on project schedule
1.2c Percentage of total project hours worked by women	7%	8-10%	8-10%	Based on project schedule
1.3a Percentage of total project hours worked by apprentices and trainees. ⁴	17%	15-20%	15-20%	15-20%
1.3b Overall ratio of apprenticeship hours to journey person hours. ^{5 6}	35%	25%	25%	25%
1.4 Percentage of employees who completed the Respectful Onsite Initiative program.	95%	100%	100%	100%

Data source: BCIB employee payroll data

Objective 1.1: Increase the local participation in the skilled trades workforce on CBA projects.

The Province prioritizes locals having full and fair opportunities to build⁷ the infrastructure projects in their communities. A local resident is generally defined as someone living within 100km of a project. This provides priority access for those living closest to the projects and helps increase local skills capacity and economic growth. Local participation helps grow the economy by creating good jobs across British Columbia and keeping taxpayer investment here at home.

³ This measure includes the participation of the following groups: Indigenous peoples, women, persons with disabilities, visible minorities and 2SLGBTQ+.

⁴ Performance Measure 1.3a measures hours worked by both trainees and apprentices from all trades against the total hours worked by all employees on all projects.

⁵ The targets for Performance Measure 1.3b are based on the ratio set in the CBA. Article 9.302 states “the overall target ratio of apprenticeship hours to journey person hours shall be twenty five percent (25%) for all BC-recognized Red Seal Trades, averaged over the projects.”

⁶ Performance Measure 1.3b was developed based the 25% target ratio in the original CBA and before Labourers had developed full apprenticeship opportunities through Construction Craft Worker certification. As such, this performance measure excludes Labourers.

⁷ CBA Article 1.100 (d) and (k).

Key Strategies

- Use established local recruitment channels and community networks to target qualified and underrepresented workers close to projects.
- Partner with communities, local governments and Indigenous Skills and Employment Training programs with tailored and project-specific job postings. Host information sessions and participate in local job fairs to promote the advantages of working for BCIB.
- Work directly with local First Nations employment and training departments to recruit qualified Indigenous skilled trades candidates.
- Draw from BCIB's database of more than 6,000 current and previous employees to source qualified tradespeople local to projects.

Discussion

Locals close to projects receive Priority Hiring, supporting the development of skilled trades capacity in communities close to the jobsites. BCIB works with partner unions and contractors to hire skilled trades people who live within 100km of the project so that the benefits of projects remain within the communities where they are built.

Objective 1.2: 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.

BCIB also tracks other underrepresented workers, which include visible minorities, 2SLGBTQ+ and persons with disabilities.

Key Strategies

- Recruit women, Indigenous peoples and other traditionally underrepresented groups for work on CBA projects in partnerships with Indigenous communities, training organizations and other support organizations.
- Continue to offer meaningful career opportunities for equally qualified workers through the CBA's continuous and equitable hiring process (Priority Hiring), where Indigenous peoples, locals, women and underrepresented workers are among the first hired.
- Lead the Equity and Diversity Working Group with unions, contractors and skilled trades workers to identify challenges and develop pathways into construction careers for underrepresented workers.

- Continue to develop partnerships with community organizations to provide awareness of Priority Hiring and help workers access career opportunities with BCIB.

Discussion

BCIB uses a mechanism in its collective agreement called Priority Hiring to offer jobs, apprenticeships, and trainee positions on a priority basis to Indigenous peoples, women, locals, and others traditionally underrepresented in construction⁸. This process is continuous across all trades through the construction schedule on a project. Priority Hiring, which is unique to BCIB, helps to grow and diversify the workforce and is the reason BCIB is exceeding industry averages for women and Indigenous workers. The Priority Hiring mechanism does not exist in any other collective agreements.

BCIB applicants and employees can confidentially self-identify if they are members of a traditionally underrepresented group in construction⁹. BCIB uses this data to track project hours worked by those groups. An overview of the data and impact of Priority Hiring is available in BCIB's annual [Building Opportunity Here report](#).

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

Objective 1.3: 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 for the Province and BCIB's affiliated union partners.

Key Strategies

- Work directly with contractors and unions to insert apprentices and trainees into each Contractor Employee Request¹⁰ 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.

⁸ CBA Article 9.202 and CBA objectives Article 1.100 (k) and (n).

⁹ BCIB is compliant with the Anti-Racism Data Act (ARDA) through the Freedom of Information and Protection of Privacy Act (FOIPPA).

¹⁰ The method used by contractors with a signed agreement with BCIB to submit labour requirements.

- Guide apprentices in their career progression by identifying those who may need support and working with SkillPlan¹¹ and the unions to provide resources to help them advance and achieve their certification.
- Track apprentice participation and completion rates and use CBA projects to enable a supported workforce pathway. Inform SkilledTradesBC of apprenticeship progression.

Discussion

Supporting workers to achieve certification is a key tool for growing the skilled trades workforce. Certification paves the way for professional recognition and consistent employment opportunities and ultimately attracts more people to the trades. A network of projects helps BCIB to rehire apprentices and track their journey to help them complete their training.

BCIB tracks both apprentices and trainees. 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.

BCIB measures progress in two ways: by tracking hours worked by trainees and apprentices; and, by tracking the ratio of apprenticeship hours to journeyperson hours.

BCIB has set a 15-20% target for total project hours worked by apprentices and trainees (Performance Measure 1.3a) based on performance in past years. This performance measure and the current target appropriately reflect the mix of trades anticipated to be deployed during the coming year.

Performance Measure 1.3b measures the ratio of hours worked by apprentices (from regulated Red Seal trades) to the hours worked by journeypersons. The 25% of hours target for Performance Measure 1.3b is the ratio set in the collective agreement. The 25% of hours target was considered ambitious when the CBA was negotiated, but the ratio strikes a balance between encouraging greater apprentice inclusion on projects and making sure those apprentices are supported during their career growth. Exceeding the 25% of hours target is possible if journeypersons are providing support to apprentices and helping maintain a safe job site with appropriate supervision and coaching.

Objective 1.4: Foster a jobsite culture that is inclusive and respectful for all workers.

Equity, diversity and inclusion are core BCIB values. BCIB sees these values as competitive advantages for recruiting new and existing construction talent. Increasingly, workers seek out progressive employers and environments. Proactively fostering a respectful work culture helps

¹¹ CBA Article 13.205.

BCIB recruit the workforce needed to build B.C.'s infrastructure. To help improve jobsite culture in the sector, BCIB provides cultural competency training to all workers onsite¹².

Key Strategies

- Provide BCIB's Respectful Onsite Initiative suite of training programs to all BCIB corporate and skilled trades employees.
- 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.
- Train and certify all BCIB corporate staff in the government's gender-based analysis (GBA+) to inform policies and procedures.

Investigate any bullying and harassment complaints and 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 training supports the development of a safe and respectful jobsite culture. The training 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 help 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.

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 workforce¹³. It is a comprehensive approach to supporting workers and the foundation of recruiting and retaining a diverse workforce.

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 cultural training and BCIB works to achieve that requirement. However, at times, the contractor's construction schedule can impact the delivery of training.

¹² CBA Article 9.205.

¹³ CBA Article 9.205.

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

BCIB works with partners to help make CBA projects successful. BCIB conducts engagement, establishes partnerships and collaborates with contractors, unions, communities, First Nations Rightsholders and government project owners to deliver the Province's workforce development objectives. BCIB also takes on administrative and human resources services that reduce costs for contractors and create productive results.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
2.1 Number of contractors engaged through industry engagement and collaborative meetings on CBA projects.	170	170	Based on project schedule	Based on project schedule
2.2 Completion of outreach engagements.	250	250	Based on project schedule	Based on project schedule

Data source: BCIB Stakeholder Relations data

Objective 2.1: Support procurement and implementation 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 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.
- Work with project owners and project delivery agencies to engage subcontractors with targeted outreach during project procurement.
- Onboard contractors and provide an overview of the services BCIB provides to them: administrative and payroll services; human resources and people

management, including bullying and harassment investigations, jurisdictional assignments with unions, policy development and management, and onsite representatives to support both contractors and workers. This helps projects proceed as planned and reduce costs for contractors.

- Lead pre-job conferences where unions and contractors determine which scopes of work will be performed by which union. Educate contractors that may be unfamiliar with jurisdictional procedures.

Discussion

BCIB's engagement and dialogue with the contractor community supports one of the Province's priorities, which is to ensure the construction of new infrastructure proceeds efficiently and quickly, and to ensure any contractor in the construction industry can bid on and perform work on CBA projects¹⁴.

The CBA includes protections for non-unionized contractors to ensure all companies can bid and perform work, whether they are affiliated with a union or not. Across CBA projects, nearly 60% of contractors are open shop, non-unionized or affiliated with CLAC (Christian Labour Association of Canada). This demonstrates working under the CBA is open to all contractors and they are not at risk of unwanted unionization¹⁵.

Many non-unionized contractors on CBA projects are tapping into a larger skilled workforce which traditionally has only been available to unionized companies. Through BCIB, these companies can access and rely on a supply of skilled trades workers.

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. These efforts have seen all CBA projects receive competitive bidders.

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 2026/27 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.

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

The Province has a priority to provide opportunities for people and communities to ensure British Columbia has the skilled trades workforce needed for today and tomorrow. BCIB

¹⁴ CBA Article 1.100(a).

¹⁵ CBA Article 5 – Recognition.

receives 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 and career fairs at local school districts to present project opportunities to students.
- Engage with local governments to help attract local workforce to projects being built in their communities.
- Meet with local First Nations Rightsholders and establish local advisory groups or First Nations employment and training steering committees to communicate employment opportunities and request lists of their qualified skilled workers for Priority Hiring.
- Collaborate with CBA practitioners from other jurisdictions to consider best practices and lessons learned in building and retaining a diverse, skilled trades workforce.

Discussion

Objectives of the CBA include maximizing access to CBA projects to all available and experienced workers¹⁶ and ensuring individuals, communities and businesses have full and fair opportunity to participate in the benefits of CBA projects¹⁷. To do this, BCIB conducts targeted outreach to help recruit and mobilize a skilled workforce and create awareness of BCIB 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.

Community Benefits Agreement practitioners from other jurisdictions across Canada have taken note of BCIB's successes and British Columbia's CBA. BCIB will continue to collaborate with agencies in Manitoba, Ontario and other provinces to develop greater awareness of B.C.'s CBA and BCIB's strategies for engaging underrepresented workers.

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 will continue its outreach engagements in the coming service planning period and engage with

¹⁶ CBA Article 1.100(b).

¹⁷ CBA Article 1.100(d).

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 maximizes efficiencies and reduces costs for infrastructure projects by working proactively with contractors, project owners and the affiliated unions to provide a centralized supply of skilled workforce, reliably and quickly, across projects. This helps mitigate labour supply risks for projects and deliver the Province's priorities.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
3.1 Percentage of employee requests filled within 30 days. ¹⁸	99%	97-99%	97-99%	97-99%

Data source: BCIB workforce deployment data

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 demand help keep costs low while delivering the workforce to keep projects on schedule.

Key Strategies

- Identify skilled workforce gaps to inform recruitment strategies using available labour supply and demand information.
- 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.

Discussion

BCIB fills nearly 100% of contractor requests for workers within 30 days, but most requests are filled within seven days or less, which helps build projects faster.

The key to the reliable supply of workforce is BCIB's forecasting process. Contractors are required to submit rolling, three-month, skilled workforce forecasts to BCIB every month. BCIB

¹⁸ 30 days is the labour supply timeline included in and agreed on in BCIB's service agreements with contractors and subcontractors.

uses these forecasts to plan for anticipated workforce needs and to provide contractors with streamlined and centralized access to qualified workers.

This contributes to BCIB's reliable supply of local and British Columbian workers and has prevented it from relying on temporary foreign workers.

BCIB has increased its targets for Performance Measure 3.1 to 97-99% based on performance in previous years.

Financial Plan

Financial Summary

\$m	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Revenues				
Contracted Services	328.7	183.0	38.3	8.5
Service Fee	19.4	18.3	14.3	4.8
Total Revenue	348.1	201.3	52.6	13.3
Expenses				
Project Skilled Workforce	328.7	183.0	38.3	8.5
People Services and Indigenous Outreach	3.3	3.0	2.1	0.3
Operations	4.7	4.5	3.2	0.4
Finance & Corporate Services	11.4	10.8	9.0	4.1
Total Expenses	348.1	201.3	52.6	13.3
Annual Surplus (Deficit)	0.0	0.0	0.0	0.0
Total Debt	20.0	20.0	18.0	0.0
Accumulated Surplus (Deficit)	0.0	0.0	0.0	0.0
Capital Expenditures	0.4	0.5	0.0	0.0

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

Breakdown of Total Expenses

\$m	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Wages & Benefits	341.1	195.1	48.0	11.0
Administration, IT & Other	3.6	2.9	2.5	1.2
Professional Services	0.8	1.1	0.4	0.2
Contractors	1.7	1.2	0.7	0.3
Facilities	0.9	1.0	1.0	0.6
Total Expenses	348.1	201.3	52.6	13.3

Note: 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.
- New projects are added to the Community Benefits Agreement as they are approved by government.

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. Project construction schedules and trades requirements will continue to drive BCIB's operations and recruitment and BCIB scales its operations accordingly.

Based on its historical performance on completed projects, BCIB continues to track its costs at less than 2% of a project's budget. This investment delivers important outcomes for the Province, including local hiring and careers for apprentices, Indigenous workers and women.

Appendix A: Mandate Letter from the Minister Responsible



Our Ref. 23510

May 23, 2025

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

Dear Mr. Miller:

On behalf of Premier Eby and Executive Council, I would like to extend my thanks to you and your board members for your organization's leadership, dedication, and expertise in which you serve the people of British Columbia.

Public sector organizations—including Crown corporations, Health Authorities and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for BC Infrastructure Benefits Inc., communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote and First Nation communities.

In the current economic and fiscal context including the threat of U.S. tariffs and other global economic challenges affecting British Columbian families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of: cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. 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 including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.

Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC. Please coordinate closely with PSEC before finalizing compensation decisions for existing CEOs or Presidents and Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

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](#) will continue to support your board on recruitment, appointments and professional development by ensuring board composition and governance reflects the diversity of our province.

I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and as you develop plans to address the following priorities:

- Continue to mobilize and grow a diverse, safe and skilled workforce through outreach to local communities, Indigenous communities and underrepresented groups. Ensure the development and tracking of apprenticeship participation and completion rates by working with SkilledTradesBC to enable a supported workforce pathway.
- Continue to partner in the successful delivery of Community Benefits Agreements (CBA) public infrastructure projects by enabling informed and competitive bids on projects to ensure CBAs 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.

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 June 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,



Honourable Bowinn Ma
Minister of Infrastructure

cc: Honourable David Eby, KC
Premier

Shannon Salter
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Doug Scott
Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Elenore Arend
Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Bobbi Plecas
Deputy Minister
Ministry of Infrastructure

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

David Miller

David Miller
Chair, BC Infrastructure Benefits Inc.
Date: June 12, 2025

Anita Atwal

Anita Atwal
Director, BC Infrastructure Benefits Inc.
Date: June 12, 2025

Cynthia Morton

Cynthia (Cindy) Morton
Director, BC Infrastructure Benefits Inc.
Date: June 12, 2025

Wayne Peppard

Wayne Peppard
Director, BC Infrastructure Benefits Inc.
Date: June 12, 2025

Clifford White

Clifford White
Director, BC Infrastructure Benefits Inc.
Date: June 12, 2025