

Infrastructure BC Inc.

2026/27 – 2028/29 Service Plan

February 2026



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Board Chair's Accountability Statement



The 2026/27 – 2028/29 Infrastructure BC 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 February 2026, have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, Infrastructure BC Inc.'s 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 Infrastructure BC Inc.'s operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in blue ink that reads "Connie Fair".

Connie Fair
Board Chair, Infrastructure BC Inc.
February 5, 2026

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Strategic Direction

In 2026/27, the Government of British Columbia will prioritize 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. Government 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 must continue to do their part to maximize efficiencies and make sure every dollar counts.

To respond to these extraordinary times, Government will 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. Government will continue working diligently 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 Infrastructure BC Inc. 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

Infrastructure BC supports the public sector in meeting its infrastructure needs by providing leadership, expertise, and consistency in the planning and procurement of complex, provincially funded capital projects.

Infrastructure BC has relationships with a diverse array of public-sector clients throughout B.C., including the Ministries of Infrastructure, Transportation and Transit, Health, and the provincial health authorities, as well as school districts and several B.C. Crown corporations. While the focus of Infrastructure BC is British Columbia government-based work, when resources allow, Infrastructure BC also offers services to clients outside the provincial government, including local governments, other provinces, and the federal government.

Through its vision, mission, and values, Infrastructure BC advises clients (project owners) on how best to plan, procure, and deliver public infrastructure projects to foster innovation and quality and address key service needs.

Economic Statement

B.C.'s economy saw mixed performance among sectors in 2025 amid U.S. tariffs and related global economic uncertainty and declining B.C. population growth. Consumer spending was strong through the first half of the year, supported by front-loaded spending ahead of U.S. tariffs (particularly for automobiles), lower inflation and interest rates, but spending has slowed in recent months. Residential construction remained above average in 2025 despite declining from the high levels of activity seen in recent years, and home sales were subdued in 2025. Meanwhile other investment indicators (such as public sector investment and commercial building permits) saw steady growth despite headwinds from economic uncertainty. B.C.'s exports have been resilient amid U.S. tariffs. The value of international exports was unchanged as lower forestry exports and coal prices offset higher values of natural gas and copper exports.

The Economic Forecast Council (EFC) estimates that B.C. real GDP grew by 1.5 per cent in 2025. In the near-term, the EFC expects B.C.'s economy to also grow by 1.5 per cent in 2026 and by 1.9 per cent in 2027, similar to the national average. For Canada, the EFC estimates growth of 1.6 per cent in 2025 and projects national real GDP growth of 1.3 per cent in 2026 and 1.9 per cent in 2027.

A volatile global trade conflict as well as immigration and population fluctuations are the main risks to the outlook. Other risks include commodity price instability, renewed inflationary pressures leading to elevated interest rates, prolonged housing market weakness, and climate change impacts.

Performance Planning

Goal 1: Effective delivery of complex infrastructure projects for project owners

Infrastructure BC acts as an interface between public sector entities and private sector companies in the procurement and delivery of complex capital projects.

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1a % of Clients who are satisfied with Infrastructure BC's capital planning support ¹	80% or higher	NA ¹	80% or higher	NA ¹

Data source: Infrastructure BC Client and Stakeholder Satisfaction Survey.

¹The next Infrastructure BC Client and Stakeholder Satisfaction Survey will be held in Q4 of the 2025/26 fiscal year and biennially thereafter.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1b % of procurements with clean Fairness Reviewer Reports	100%	100%	100%	100%

Data source: Fairness Reviewer Reports are available within each individual project page located on [Infrastructure BC website](#).

Discussion

A fairness reviewer report is an assessment prepared by an external evaluator of adherence to the procedures and criteria set out in a request for proposals as well as evidence of reasonable and unbiased judgement in the evaluation of proposals submitted. Fairness Reviewer reports are created for both the RFQ and RFP phases. Clean reports help strengthen market confidence in Infrastructure BC-led procurements, contributing to stronger market competition and improved pricing and value for projects. A clean Fairness Reviewer report comments positively on the treatment of participants, the application of evaluation criteria, fairness, and transparency. This component contributes to the effective delivery of complex infrastructure projects.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1c % of procurements with two or more qualified respondents	100%	100%	100%	100%

Data source: Infrastructure BC internal tracking.

Objective 1.1: Effective planning of complex infrastructure projects

Infrastructure BC assists the province and other public sector owners with planning complex infrastructure projects.

Key Strategies

- Apply provincial guidance for concept plans and business cases.
- Assist provincial project owners in writing concept plans and business cases consistent with the Capital Asset Management Framework (CAMF).
- Develop comprehensive business cases for public sector owners not associated with the Province.
- Deliver educational workshops to project owners.

Discussion

To ensure the quality and consistency of its concept plans and business cases, Infrastructure BC has created various guidance documents and templates that it applies to every project. It also conducts internal quality control checks before finalizing the documents.

Additionally, Infrastructure BC provides project related education workshops for Government and project owners to help them learn about the elements of a comprehensive concept plan and business case and the time and resources required to produce them.

Objective 1.2: Successful procurement of complex infrastructure projects

Infrastructure BC consistently works with owners and the market, adapting, when necessary, to ensure effective delivery of complex infrastructure projects.

Key Strategies

- Develop and implement new procurement delivery models and/or improvements to existing models and maintain regular engagement with market participants and other procurement agencies in Canada and worldwide.
- Retain a Fairness Reviewer on all procurements.
- Publish BC Major Infrastructure Projects Brochure twice a year.
- Participate on designated project boards (governance structure for large Government capital projects).

Discussion

Infrastructure BC contributes its expertise to the governance of capital projects through major projects' procurement.

Current market conditions are characterized by many large and complex projects and multiple dynamics in both public and private sectors. Infrastructure BC needs to adjust to these conditions to successfully procure capital procurements. A key element that remains constant

in the current market conditions is the requirement to conduct procurements that are fair and verified to be fair. This is achieved by using a third-party monitor, known as a Fairness Reviewer.

Infrastructure BC issues the [BC Major Infrastructure Project Brochure](#) twice a year, in spring and fall. The brochure gives market participants, industry, contractors, and subcontractors information about planned infrastructure projects, which helps the market to better allocate the financial and human resources needed.

Objective 1.3: Effective management of design and construction of complex infrastructure projects on behalf of or with Provincial project owners

Infrastructure BC provides its expertise to the governance of complex capital projects during their design and construction.

Key Strategies

- Have sufficient experienced internal resources.
- Identify provincial project owners who may not have sufficient capacity and/or expertise to undertake the management of design and construction of large, complex infrastructure projects and proactively offer Infrastructure BC's services.

Discussion

The Canadian construction market is very active and will remain so for the foreseeable future. This makes it difficult to find qualified resources for capital projects. Infrastructure BC provides its expertise to the management of these projects during their design and construction phases. Infrastructure BC understands the importance of having experienced resources to deliver on its design and construction mandates. Therefore, many staff members will expand their portfolio to include design and construction activities.

Goal 2: Province's capital projects are aligned with its policy priorities

Infrastructure BC supports the analysis of incorporating government policy priorities for capital projects at the business case stage.

Performance Measure

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
2a Clients', Government, and Contractors' satisfaction with Infrastructure BC's effectiveness in implementing Government's strategic priorities ^{1,2}	80% or higher	NA ¹	80% or higher	NA ¹

Data source: Infrastructure BC Client and Stakeholder Engagement Survey.

¹The next Infrastructure BC Client and Stakeholder Engagement Survey will be conducted in Q4 of 2025/26 fiscal year and biennially thereafter.

Objective 2.1: Assist the Province in implementing the Province's Environmental, Social and Governance Framework for Capital (ESGFC)

To ensure capital projects are aligned with policy priorities such as ESGFC, Infrastructure BC supports the Province through project planning that includes the achievement of lasting labour, environmental, economic, and social benefits for British Columbians by leveraging its investments in public infrastructure projects.

Key Strategies

- Assist with the development and implementation of assessment tools that can be used during the capital planning stage (e.g., screening tools).
- Support the development and implementation of approaches to include ESGFC priorities in the procurement phase of projects (e.g., template legal language suitable for different forms of standard construction contracts).
- Monitor ESGFC initiatives during design and construction stages and suggest improvements.

Discussion

As a partner in provincial capital project planning and implementation, Infrastructure BC is well positioned to support the implementation of the ESGFC. The ESGFC includes four priority areas:

- Childcare – providing more childcare spaces;
- CleanBC – reducing energy consumption and emission of greenhouse gases and climate resilience goals;
- Mass Timber – utilizing mass timber in construction where possible; and
- Labour – increase participation of individuals from underrepresented groups in construction and increase apprentices on major public infrastructure projects.

Based on the Province's decision regarding ESGFC initiatives to be included in the project, Infrastructure BC works with owners and construction market participants to integrate the identified initiatives into the procurement and construction documents.

Goal 3: Ensure sufficient capacity to deliver Infrastructure BC's mandate

Given the significant knowledge and skills that are required to deliver on its mandate, Infrastructure BC has established the processes to hire, train, and develop its staff.

Performance Measure

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
3a % of engaged employees ¹	80% or higher	NA ¹	80% or higher	NA ¹

Data source: Infrastructure BC Employee Engagement Survey.

¹The next Infrastructure BC Employee Engagement Survey will be held in Q4 of 2025/26 fiscal year and biennially thereafter.

Objective 3.1: Achieve sufficient capacity to provide services to clients

Infrastructure BC requires staff with strong planning and procurement experience to deliver on projects successfully.

Key Strategies

- Effective implementation of an Infrastructure BC-wide succession plan that enables new staff to be trained and to work on tasks (such as lessons learned, project boards, market engagement, education within government, etc.).
- Provide focused staff development and learning opportunities.
- Develop an organization-wide employee coaching framework.
- Maintain a Balanced Scorecard as part of the annual employee performance review process. The Balanced Scorecard enables the Organization to align its human resources practices with its overarching business strategies, recognizing that employees are valuable assets that drive success.

Discussion

Given the significant knowledge and skills that are required to deliver on its mandate, Infrastructure BC has established the processes to hire, train, and develop its staff. Each employee has a manager who oversees their training and development. Infrastructure BC also has a career development program that provides resources and learning opportunities for employees to work on projects.

However, it takes time for new employees to master Infrastructure BC's process. This is because a business case usually takes a year to complete, and a procurement process typically takes 15 months. To speed up the learning curve, Infrastructure BC offers staff development and coaching programs. Infrastructure BC also has many ongoing projects that provide valuable learning experiences for its staff.

Objective 3.2: Enhance employee engagement and satisfaction

Infrastructure BC focuses on continuous learning and improvement of all team members.

Key Strategies

- Address issues raised through staff engagement surveys.
- Promote a welcoming workplace culture for people of all backgrounds and orientations.
- Continue the Infrastructure BC's Diversity, Equality, and Inclusion journey, focusing on mental and physical health.
- Limit knowledge loss by reducing voluntary turnover in comparison to other Western Canada-based organizations.
- An internal action plan and new tools are being developed to implement these important initiatives.

Discussion

One of Infrastructure BC's core values is putting people first. Infrastructure BC encourages all team members to learn and improve continuously. To support this culture of growth, Infrastructure BC provides coaching and timely feedback to foster positive staff engagement at all levels. Every two years, Infrastructure BC conducts an employee engagement survey to get confidential feedback on how to enhance people management within the organization.

Infrastructure BC continues to prioritize responses from survey results of fiscal 2021/22, which highlighted the importance of staff development, raising awareness of physical and mental health, and advancing the Diversity, Equity, and Inclusion journey as areas for improvement.

Financial Plan

Financial Summary

\$m	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Revenues				
Consulting Fees	\$13.50	\$13.28	\$13.68	\$14.09
Investment and Other Income	0.58	0.82	1.02	1.03
Project Recoveries	3.69	3.00	3.03	3.06
Total Revenue	17.77	17.10	17.73	18.18
Expenses				
Human Resource Costs	11.42	10.71	11.04	11.37
Administration	1.78	2.27	2.33	2.40
Professional Services	0.43	0.42	0.44	0.45
Amortization	0.12	0.17	0.17	0.18
Project Recoverable Expenses	3.69	3.00	3.03	3.06
Total Expenses	17.44	16.57	17.01	17.46
Annual Surplus	0.33	0.53	0.72	0.72
Total Debt	0.00	0.00	0.00	0.00
Accumulated Surplus	22.09	22.62	23.34	24.06
Capital Expenditures	0.25	0.08	0.08	0.10

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

Key Forecast Assumptions, Risks, and Sensitivities

The budgeted financial information for fiscal years 2026/27 to 2028/29 was prepared based on the following assumptions and direction from the Shareholder:

1. The budgeted staffing complement is subject to change if there are changes to current and likely engagements. Infrastructure BC's objectives are to maintain its core competencies and provide the Province of B.C. with sufficient expertise to focus on its current and future capital projects.
2. Operating expenses for fiscal years 2026/27 to 2029/28 are developed on the basis of a zero-based budgeting exercise.
3. Capital expenditures for fiscal years 2026/27 to 2028/29 are predominantly for network and computer hardware requirements. Computer and other software licenses are expensed when incurred.

Appendix A: Mandate Letter from the Minister Responsible



Our Ref. 23509

May 23, 2025

Connie Fair
Lead Director, Infrastructure BC
PO Box 9478 Stn Prov Govt
Victoria BC V8W 9W6

Dear Ms. Fair:

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 Infrastructure BC, 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 enhance the understanding of project owners in the Provincial government and other stakeholders of the best practices in capital planning, procurement and contract management to improve communication and better understand project outcomes and stakeholders' needs.
- Continue to provide strategic advice to the Province and support to public sector clients for Government priorities as they relate to capital projects, including, but not limited to, use of mass timber, standardized designs and prefabricated components; labour models used on capital projects; inclusion of childcare spaces; bundling procurement; and assisting the Province in meeting CleanBC targets.

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,

A handwritten signature in blue ink, appearing to read 'Bowinn', is written over a faint, larger blue outline of the same name.

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


Mark Liedemann
Chief Executive Officer/President
Infrastructure BC




Connie Fair
Lead Director, Infrastructure
BC Date: June 5, 2025




Dave Clancy
Director, Infrastructure
BC Date: June 6, 2025




Allison Crane
Director, Infrastructure
BC Date: June 5, 2025



Eric Denhoff
Director, Infrastructure BC
Date: June 6, 2025



Kyle Downie
Director, Infrastructure BC
Date: June 11, 2025



Suzana (Susan) Dujmovic
Director, Infrastructure
BC Date: June 11, 2025

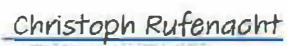


Justin Napoleon
Director, Infrastructure BC
Date: June 11, 2025



Kevin Richter (Jun 12, 2025 12:15 PDT)

Kevin Richter
Director, Infrastructure BC
Date: June 12, 2025



Christoph Rufenacht
Director, Infrastructure BC
Date: June 13, 2025



Kristine (Kristi) Simpson
Director, Infrastructure BC
Date: June 13, 2025