

BC Infrastructure Benefits

2024/25 Annual Service Plan Report

August 2025



For more information on BC Infrastructure Benefits, please contact us at:

Suite 1050 – 89 West Georgia Street, Vancouver, BC V6B 0N8

1-888-567-2242

info@bcib.ca

Or visit our website at: www.bcib.ca

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Board Chair's Accountability Statement



BC Infrastructure Benefits Inc. (BCIB)'s 2024/25 Annual Service Plan Report compares the organization's actual results to the expected results identified in the 2024/25 – 2026/27 Service Plan published in 2024. The Board is accountable for those results as reported.

Signed on behalf of the Board by:

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

David Miller
Board Chair, BC Infrastructure Benefits
August 13, 2025

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Letter from the Board Chair

We are proud to present the 2024/25 Annual Service Plan Report and the progress made by BC Infrastructure Benefits (BCIB) this past year. BCIB is the Crown corporation tasked with implementing British Columbia's Community Benefits Agreement (CBA) and helping ensure provincial infrastructure projects deliver social and economic benefits for local workers and communities.

BCIB strengthened our province by creating apprentice and career pathways for people living in British Columbia who have been historically excluded from the construction industry. In 2024/25:

- BCIB employed 716 apprentices and trainees, representing 24% of its skilled workforce
- BCIB enabled 235 of its apprentice employees to advance in their trade

BCIB's work ensures that publicly funded infrastructure benefits people who live and work here. Since the start of operations in 2019, 92% of BCIB's workforce have been residents of British Columbia, and 77% have been local to the projects they've helped build. BCIB employs twice as many workers who identify as Indigenous, compared to the industry average, and it continues to lead the industry in employing women in the skilled trades.

BCIB was again recognized last year as one of British Columbia's Top Employers and one of Canada's Top Diversity Employers. These distinctions acknowledge the work BCIB does to supply and grow our province's skilled trades workforce, all while increasing the number of Indigenous and underrepresented workers in the workforce.

These outcomes and distinctions represent more than workforce progress - they reflect meaningful steps toward building a stronger, more inclusive province and country. Apprenticeship progression, particularly among equity-deserving groups, and local employment strengthens local economies, secures our ability to build infrastructure in the future, and contributes to a Canada-first approach to skilled labour development.



David Miller
Board Chair, BC Infrastructure Benefits
August 13, 2025

Purpose of the Annual Service Plan Report

This annual service plan report has been developed to meet the requirements of the Budget Transparency and Accountability Act (BTAA), which sets out the legislative framework for planning, reporting and accountability for Government organizations. Under the BTAA, a Minister Responsible for a government organization is required to make public a report on the actual results of that organization's performance related to the forecasted targets stated in the service plan for the reported year.

Strategic Direction

The strategic direction set by Government in 2020 and expanded upon in the [Board Chair's 2023 Mandate Letter](#) from the Minister Responsible shaped the goals, objectives, performance measures and financial plan outlined in the [BCIB 2024/25 – 2026/27 Service Plan](#) and the actual results reported on in this annual report.

Purpose of the Organization

BCIB is a provincial Crown corporation incorporated under the Business Corporations Act and directly accountable to the Minister of Infrastructure.

BCIB supports government's priorities by providing skilled trades workers to select public infrastructure projects. By prioritizing locals, underrepresented workers and apprentices, BCIB helps create good paying union jobs, grow the economy and mitigate the skilled trades labour shortage by diversifying and growing the workforce. This helps contractors with a cost-effective and dependable source of labour. For the province, it helps build world-class infrastructure while employing tradespeople who live in British Columbia while building communities and training the next generation of workers.

BCIB creates good careers for people who call British Columbia home and since starting operation in 2019, 92% of its workers were from B.C. with the remainder coming from other provinces in Canada. BCIB pays its workers competitive wages and benefits. Because BCIB prioritizes local hiring (workers living within 100km of a project), wages are spent in British Columbia and flow into local economies. This supports economic growth and affordability in our province.

Union jobs are good paying, family-supporting jobs. BCIB works with the labour movement to ensure the skilled trades workers building B.C.'s infrastructure get fair pay, benefits, and training pathways so new workers can make construction their career. The unions also provide supports and services workers need to stay healthy, get support with mental wellness, addictions and counselling should they need it.

BCIB works to positively impact culture on job sites through its Respectful Onsite Initiative. The Respectful Onsite Initiative training program includes two components: History Matters

Indigenous Cultural Competency training and Justice, Equity, Diversity, and Inclusion training. These training programs promote a safe and respectful worksite and safer communities.

The Respectful Onsite Initiative educates 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. This includes Knowledge Sharers from Squamish, Tsleil-Waututh, Katzie, Skwllax, Ktunaxa, Neskonlith, Splatshin, and Cowichan. This supports the Province's priority of advancing reconciliation and aligns with the Declaration on the Rights of Indigenous Peoples Act Action Plan.

BCIB prioritizes hiring local and 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 Seal¹. The Red Seal is proof that a tradesperson has met the national standard in their trade, allowing them to earn at higher wages, which positively contributes to affordability and local economies. 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 applicant does not meet the qualifications for a skilled trades role and is interested, BCIB connects them to training and upskilling programs. Candidates who choose to participate in training are better equipped to become job ready in the future.

Operating Environment

BCIB continued to create good job opportunities for those who live in British Columbia in 2024/25, supporting local economic growth and mitigating labour shortages in the province.

Last year BCIB employed nearly 3,000 skilled trades workers on 11 projects. More than 90% of the workers were from British Columbia and all were from Canada. Skilled trades workers remain in high demand, yet BCIB has not had to rely on temporary foreign workers to fill roles on any projects. In 2024/25, BCIB filled 98% of contractor employee requests for workers in less than 30 days.

The Quartz Creek Bridge Project, Chase West and the Kicking Horse Canyon Project Phase 4 were all completed last year, and the Kicking Horse Project was shortlisted for a Premier's Innovation Award.

New projects starting construction last year were the Vancouver Community College Centre for Clean Energy and Automotive Innovation, as well as the Selkirk, RW Bruhn Bridge Replacement and the Jumping Creek to MacDonald Snowshed, parts of the Highway 1 Four-Laning Program.

¹ Red Seal certification is offered in 39 construction trades and is recognized throughout Canada.

In 2024/25 the majority of BCIB's employees worked on projects requiring apprentices, such as the construction of stations on the Broadway Subway Project and the Cowichan District Hospital Replacement Project. BCIB's apprentice hours climbed in 2024/25 and exceeded its cumulative all-projects target.

BCIB continued to support procurement for the British Columbia Institute of Technology Trades and Technology Complex. In time, this project will provide employment and training for BCIT students, giving them the opportunity to build the campus for the next generation of apprentices.

To support apprentices in their journey, BCIB continued to employ a trades mentor on the Cowichan District Hospital Replacement Project. The person in this role is local and Indigenous, so they represent the community where the project is being built and many of the apprentice and trainees on the job.

Report on Performance: Goals, Objectives, and Results

The following goals, objectives and performance measures have been restated from the 2024/25 – 2026/27 service plan. For forward-looking planning information, including current and future performance targets, please see the [2025/26 – 2027/28 Service Plan](#).

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

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 helps open doors for diverse workers and grows the total skilled trades workforce in the province.

Key results

- 32% of the hours worked by BCIB skilled trades employees in 2024/25 were worked by Indigenous people or by members of a traditionally underrepresented group.
- 12% of BCIB skilled trades employees identified as Indigenous in 2024/25, double the B.C. industry average of about 6%.
- 7% of BCIB skilled trades employees were women in 2024/25 compared to the B.C. industry average of 6%.

Summary of progress made in 2024/25

BCIB continued to exceed its targets and industry averages for employing Indigenous and traditionally underrepresented workers.

BCIB uses a provision in the collective agreement called Priority Hiring^{2,3} to provide career opportunities, apprenticeships, and trainee positions on a priority basis to Indigenous peoples, women, others traditionally underrepresented in construction and locals. This process is continuous through the construction schedule and across all trades on a project and qualified, underrepresented workers are among the first hired. This helps to grow and diversify the kinds of workers employed on job sites.

BCIB has partnered with community organizations and Indigenous training agencies such as ACCESS (Aboriginal Community Career Employment Services), CSETS (Coast Salish Employment and Training Society), the Pathways to Construction program, Shuswap Nation Tribal Council (an Indigenous skills and employment society), Surrey Women's Centre Society and Immigrant Services Society to provide awareness of Priority Hiring, help workers explore careers in the trades, and access career opportunities with BCIB. These partnerships demonstrate BCIB's commitment to hiring workers from underrepresented groups and to reconciliation and the Declaration Act Action Plan.

Performance Measure	2023/24 Actual	2024/25 Target	2024/25 Actual
1.1 Percentage of total project hours worked by Indigenous peoples and equity groups ¹	31%	25%	32%

Data source: BCIB payroll data

¹PM 1.1 targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 25%.

In fiscal 2024/25, almost a third of hours worked by BCIB's skilled trades employees were worked by equity groups, including Indigenous peoples, women, persons with disabilities, people of colour, and 2SLGBTQ+ people. 12% of the skilled trades workers self-identified as Indigenous and performed 11% of the craft hours. Women made up 7% of the workforce and worked 6% of the hours. The similarity between the percentage of workers and the percentage of hours worked is important because it shows work was equitably assigned to both women and Indigenous workers.

² [CBA Article 9.202 and CBA objectives Article 1.100 \(k\) and \(n\).](#)

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

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 for BCIB. As workers retire, training the next generation of workers is critical to growing the workforce in the province.

Key results

- Placed more apprentices and trainees on crews by using BCIB's apprenticeship tracking system to collaborate with contractors and the Affiliated Unions.
- Continued to work in partnership with contractors, training institutes and the Affiliated Unions to identify gaps and opportunities for upskilling training programs for the most in-demand trades forecast by contractors.
- Co-hosted monthly Apprenticeship Engagement Sessions with SkilledTradesBC and Affiliated Unions to encourage candidates to begin or continue their apprenticeship.
- Made apprenticeship opportunities and training possible by referring candidates to the Electrical Joint Training Committee, an arm of the International Brotherhood of Electrical Workers.
- BCIB exceeded its target ratios for hours worked by apprentices and trainees.
- BCIB employed 2,945 workers on projects in 2024-25, and 716 (24%) were apprentices and trainees.
- Of the apprentices and trainees, 32% advanced levels while employed with BCIB.

Summary of progress made in 2024/25

BCIB employed more apprentices and trainees in 2024/25 than in previous years, helping advance the careers of future skilled trades workers.

This increase was driven by projects like the Cowichan District Hospital Replacement Project and the stations on the Broadway Subway Project. These projects require more regulated trades, such as Carpenters, Electricians, and Plumbers and Pipefitters. Regulated trades have apprenticeship programs while non-regulated trades do not.

BCIB also worked closely with contractors and the Affiliated Unions of the Allied Infrastructure and Related Construction Council to ensure apprentices and trainees were considered and hired when requests for workers could safely accommodate them.

BCIB's Trades Mentor and Site Support role on the Cowichan District Hospital Replacement project continued to provide mentoring to workers, which helped advance and retain apprentices and trainees who might otherwise have left the role or the industry.

Performance Measure	2023/24 Actual	2024/25 Target	2024/25 Actual
1.2a Percentage of total project hours worked by apprentices and trainees. ¹	11%	10%	17%
1.2b Overall ratio of apprenticeship hours to journeyperson hours ¹	20%	25%	31%

Data source: BCIB employee payroll data

¹PM 1.2a targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 10%, and PM 1.2b targets were stated as 25%.

BCIB uses two key metrics to measure learning opportunities for apprentices and trainees. Together, they track BCIB's comprehensive approach to hiring, providing a safe worksite and appropriate supervision for learning on the job.

Performance Measure 1.2a tracks all hours worked across projects by both apprentices and trainees. In 2024/25 17% of the total hours worked by BCIB employees were by apprentices and trainees, exceeding its target of 10%. This demonstrates a high proportion of project hours were used as learning opportunities to develop and grow the skilled trades workforce.

Performance Measure 1.2b 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 1.2b is ambitious but also strikes a balance between encouraging greater apprentice inclusion on projects and making sure those apprentices are supported in their career growth. Exceeding the 25% of hours target is possible if the Journeypersons are providing support to apprentices and helping maintain a safe job site with appropriate supervision and coaching.

In 2024/25 BCIB did exceed its target ratio for apprenticeship hours to journeyperson hours. This was possible because of BCIB's emphasis on supervision and mentorship with the Affiliated Unions, but also due to the mix of projects under construction last year. Road building projects typically employ more non-regulated trades (e.g., Operating Engineers, Teamsters). These trades have trainee programs to help workers achieve work-based qualification, rather than formal Red Seal Apprenticeship programs. Projects under construction in 2024/25 required more regulated trades than in past years, bringing this beyond the set targets.

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

A job site culture that values safety and respect is key to attracting and retaining workers in the construction industry. BCIB recognizes a workplace free of discrimination and harassment is needed to meet the expectations of workers, especially those who experience racism and

discrimination⁴. To help improve job site culture, the CBA includes requirements that training be delivered to all workers on-site⁵.

Key results

- 97% of BCIB project skilled trades workers participated in the Respectful Onsite Initiative suite of training programs.
- Indigenous Knowledge Sharers and Elders were included in the Respectful Onsite Initiative training sessions so that local history, knowledge, and customs are shared firsthand with BCIB workers.
- All BCIB corporate staff were trained and certified in gender-based analysis (GBA+) to inform policies and procedures.
- BCIB's Trades Mentor and Site Support role on the Cowichan District Hospital Replacement project helped provide a safe and respectful job site for workers.
- Local Knowledge Sharers and trainers continued to support the delivery of Respectful Onsite Initiative for the construction of the New Surrey Hospital and BC Cancer Centre, both non-CBA projects.
- Naloxone training has been provided to employees as part of BCIB's ongoing commitment to public safety.

Summary of progress made in 2024/25

BCIB continued to receive positive feedback from employees and contractors about its Respectful Onsite Initiative training. Contractors not working on BCIB projects and organizations outside of the construction industry expressed interest in the training, and BCIB continued to deliver to these groups. BCIB continued its partnership with Fraser Health to provide training to workers on the New Surrey Hospital and BC Cancer Centre, a project being delivered outside the CBA.

Performance Measure	2023/24 Actual	2024/25 Target	2024/25 Actual
1.3 Percentage of employees who completed the Respectful Onsite Initiative program. ^{1, 2}	91%	100%	97%

Data source: BCIB Respectful Onsite Initiative and employee onboarding data.

¹PM 1.3 targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 100%.

²Only BCIB employees are reported in PM 1.3. Delivery of training to non-CBA projects is not counted here.

BCIB has a target of having 100% of its skilled trades employees complete the Respectful Onsite Initiative training. In 2024/25, flexible scheduling with contractors helped ensure a greater number of workers completed the training. At times, the contractor's construction

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

⁵ CBA Article 9.205.

schedule, or changes to crews on-site, can affect which workers are available and when training can be delivered.

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

BCIB has a goal to ensure locals have full and fair opportunities to participate⁶ in the infrastructure projects being built in their communities. Locals receive priority opportunities to work and build their careers on BCIB projects.

Key results

- All of BCIB's skilled trades workers are from Canada and 96% of BCIB employees lived in British Columbia in 2024/25. No temporary foreign workers have been employed by BCIB.
- 86% of BCIB employees lived in communities local⁷ to the project they were building, meaning their wages support communities and local economic growth.

Summary of progress made in 2024/25

BCIB employs local residents to build infrastructure projects in their communities. That supports economic growth in B.C. communities and creates good jobs and trades capacity close to home.

The vast majority of BCIB employees live in communities that are local to the project where they're working. This happens through partnerships BCIB has established with local governments, Houses of Friendship, employment service agencies such as WorkBC, BC Centre for Women in the Trades (BCCWITT), MOSAIC, Options Community Services, Progressive Intercultural Community Services Society (PICS), Back in Motion, Immigrant Services Society of BC and ISETS. These partners helped identify qualified local candidates and have driven BCIB's targeted equity recruitment efforts. Consistent communication about the benefits of BCIB employment through materials such as the Building Opportunity Here Report have helped build and strengthen these key partnerships.

BCIB works with contractors and uses Priority Hiring to help locals receive priority consideration for positions on projects. By reporting on the percentage of total project hours worked by local hires, BCIB shows its commitment to hiring workers who live near projects.

Performance Measure	2023/24 Actual	2024/25 Target	2024/25 Actual
1.4 Percentage of total project hours worked by local hires. ¹	81%	45-65%	89%

Data source: BCIB payroll data

¹PM 1.4 targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 45-65%.

⁶ CBA Article 1.100 (d) and (k).

⁷ Local is defined as living within 100km of a project.

BCIB has consistently exceeded this target through its targeted recruitment and local community partnerships. 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. BCIB has since reviewed and revised future targets in the 2025/26 service plan to be more aspirational for the future.

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

Objective 2.1: Support procurement on CBA infrastructure projects.

BCIB conducts engagement and dialogue with the contractor community to create familiarity with how it supplies skilled labour. This helps support project procurements and helps projects proceed as planned.

Key results

- BCIB focussed its engagement to support planning and procurement for the Vancouver Community College Centre for Clean Energy and Automotive Innovation and the BCIT Trades and Technology Complex.
- Worked with all contractors (unionized, non-unionized and independent contractors) to support bidding and participation on projects.
- BCIB helped project owners receive multiple bids from proponents when their project was procured.

Summary of progress made in 2024/25

BCIB continued to be an active participant in the construction contractor community. After supplying labour to 14 projects (11 active projects in 2024/25), there is general industry awareness of BCIB's role and reliable workforce supply track record.

Performance Measure	2023/24 Actual	2024/25 Target	2024/25 Actual
2.1 Number of contractors engaged through industry engagement and collaborative meetings on CBA projects. ¹	212	100	106

Data source: BCIB stakeholder relations data.

¹PM 2.1 targets for 2025/26 and 2026/27 will be set "based on project schedule."

The number of contractors engaged last year was close to target and lower than in previous years, reflecting broader industry familiarity with BCIB.

BCIB hosted information sessions with contractors and groups of companies. These meetings took place within the context of project procurements and also during the construction phase with subcontractors bidding scopes of work to prime contractors.

Engagement was focussed on projects in planning and procurement, particular the Vancouver Community College Centre for Clean Energy and Automotive Innovation and the BCIT Trades and Technology Complex.

BCIB's outreach to contractors was widespread and not limited to unionized companies. One of BCIB's key objectives is to ensure any contractor in the construction industry knows how to work with BCIB on projects. As the employer, BCIB has a collective agreement that includes protections for non-unionized companies. Across projects, more than half of contractors are not affiliated with unions of the Allied Infrastructure and Related Construction Council. Open shop, non-unionized or contractors associated with alternative unions make up the majority of companies working with BCIB.

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

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

Key results

- Partnered with community groups, the Affiliated Unions, economic development organizations, equity employment agencies, and post-secondary institutes to support customized training programs.
- Participated in over 300 engagements activities, including information sessions in partnership with Affiliated Unions, job fairs, and application workshops to connect with potential workers and raise awareness of employment opportunities.
- Collaborated with Indigenous Skills and Employment Training Society (ISETS) organizations such as ACCESS and CSETS to create direct employment pathways for Indigenous workers.
- Worked with local governments to highlight local employment opportunities with BCIB.
- Engaged with 10 First Nations Rightsholders to encourage their members to apply for career opportunities with BCIB.

Summary of progress made in 2024/25

In 2024/25, BCIB focussed its external engagement efforts to support workforce growth and inclusion across major public infrastructure projects. Through over 300 strategic outreach activities, BCIB strengthened relationships with community partners, post-secondary institutions, and Indigenous employment organizations to broaden awareness of employment opportunities and recruit diverse, local talent into the skilled trades.

BCIB helped develop and support training initiatives with education providers, First Nations Rightsholders and Affiliated Unions. A partnership with the Pathways to Construction initiative in the Cowichan Valley, including the United Association of Journeymen & Apprentices of the Plumbing & Pipe Fitting Industry Local 170, helped provide local Indigenous workers with job-readiness training. BCIB's work with the BC Centre for Women in the Trades provided women applicants to BCIB with training and upskilling options.

These efforts contributed to BCIB's work to diversify the construction workforce and ensure public infrastructure delivers lasting economic opportunities for underrepresented groups across the province.

Performance Measure	2023/24 Actual	2024/25 Target	2024/25 Actual
2.2 Completion of outreach engagements. ¹	297	200	315

Data source: BCIB payroll data

¹PM 2.2 targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as to be based on project schedule.

BCIB conducted more outreach initiatives in 2024/25 and exceeded its target. Because of engagements with First Nations Rightsholders, local governments, chambers of commerce and local school districts BCIB was able to employ more locals, Indigenous and underrepresented workers.

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

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

BCIB worked proactively with contractors and supplied the required, qualified workforce in a timely fashion, all while hiring more diverse and local workers.

Key results

- BCIB employed more than 2,900 individual skilled trades workers in 2024/25, making it one of the province's largest construction employers.
- BCIB filled nearly 2,000 contractor employee requests last year.
- 98% of contractor employee requests were filled within 30 days.

Summary of progress made in 2024/25

BCIB provided projects with reliable and timely qualified workforce in 2024/25.

BCIB's labour supply and demand model anticipates potential workforce supply challenges for high demand trades on CBA projects across the province. The labour supply and demand model and contractor forecast review enables BCIB to effectively source and supply the skilled

workforce for contractors. These companies can access and rely on skilled trades workers provided by BCIB, which helps mitigate labour supply risk.

Performance Measure	2023/24 Actual	2024/25 Target	2024/25 Actual
3.1 Percentage of Employee requests filled within 30 days. ¹	98%	90%	98%

Data source: BCIB deployment data

¹PM 3.1 targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 90% and 90%, respectively.

BCIB's labour supply and demand model, combined with contractor labour forecasts and targeted recruitment enabled BCIB to exceed its target. These processes helped mitigate labour supply risks for projects and created confidence in BCIB's systems with contractors.

Based on its performance, BCIB moved its target for this measure from 90% up to 95% in its 2025/26 – 2027/28 Service Plan. BCIB's efficient and reliable business processes have consistently met workforce requirements from contractors.

Financial Report

For the auditor's report and audited financial statements, see [Appendix B](#). These documents can also be found on BCIB's website.

Discussion of Results

Contracted Services represents revenue (i.e., recovery of Project Workforce payroll and related costs) is received from contractors for BCIB's supply of skilled workforce to the active projects. The increase in Contracted Services revenue compared to 2023/24 is because of increased demand for skilled trades workers on BCIB projects. Contracted Services revenue is mostly on budget in fiscal 2025. Service Fees revenue represents revenue from government project owners.

Financial Summary

(\$m)	2023/24 Actual	2024/25 Budget	2024/25 Actual	2024/25 Variance
Revenues				
Contracted Services	185.8	254.6	254.1	(0.5)
Service Fees	16.6	20.5	18.2	(2.3)
Other Revenue	0.5	0.0	0.6	0.6
Total Revenue	202.9	275.1	272.9	(2.2)
Expenses				
Project Skilled Workforce	185.8	254.6	254.1	0.5
People Services	3.8	5.1	3.5	1.6
Operations	3.4	4.4	4.3	0.1
Finance & Corporate Services	9.9	11.0	11.0	0.0
Total Expenses	202.9	275.1	272.9	2.2
Annual Surplus (Deficit)	0.0	0.0	0.0	0.0
Total Debt	15.1	16.0	24.0	(8.0)
Capital Expenditures	0.5	1.0	0.4	0.6
Accumulated Surplus (Deficit)	0.0	0.0	0.0	0.0

¹ The above financial information was prepared based on current Generally Accepted Accounting Principles.

Variance and Trend Analysis

When comparing to prior years, the increase in Contracted Services revenue, Project Skilled Workforce costs and Workforce Operations costs in 2024/25 compared to 2023/24 reflects the growing number of CBA projects under construction, greater workforce numbers and the required support for those employees.

Risks and Uncertainties

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 the Salaries and Benefits, Revenue projections and operating costs.

Appendix A: Progress on Mandate Letter Priorities

The following is a summary of progress made on priorities as stated in the 2021/22 and 2023 Mandate Letters from the Minister Responsible.

2021/22 Mandate Letter Priority	Status as of March 31, 2025
<p>Continue to mobilize and grow a diverse, safe and skilled workforce through outreach to local communities, Indigenous communities and underrepresented groups.</p> <p>Ensure the development and tracking of apprenticeship participation and completion rates by working with the Industry Training Authority (SkilledTradesBC) to enable a supported workforce pathway.</p>	<p>Ongoing.</p> <p>32% of the hours worked by BCIB employees were worked by Indigenous people or by members of a traditionally underrepresented group. 12% of BCIB skilled trades employees identified as Indigenous in 2024/25, more than double the B.C. industry average of about 6%. 7% of BCIB skilled trades employees were women in 2024/25, compared to the B.C. industry average of 6%.</p> <p>BCIB employed more apprentices in 2024/25 than in past years. It exceeded its 25% apprentice hours to journeyperson hours ratio target with 31% of hours worked by apprentices.</p> <p>BCIB continued to work closely with SkilledTradesBC to help apprentices advanced in their career path. 32% of apprentices advanced one or more levels while employed by BCIB.</p>

2021/22 Mandate Letter Priority	Status as of March 31, 2025
<p>Continue to partner in the successful delivery of CBA public infrastructure projects by enabling informed and competitive bids on projects to ensure Community Benefits Agreements are implemented. Through successful working partnerships with proponents and project teams, projects under the CBA will continue to create jobs with priority hiring for local, Indigenous, women and other underrepresented groups.</p>	<p>Successful and ongoing.</p> <p>BCIB continued to collaborate with project owners, contractors, unions, and community partners to enable the successful delivery of projects. In 2024/25, BCIB supported competitive project bids by providing proponents with support and resources, local engagement strategies, and equity focused hiring plans.</p> <p>BCIB's Priority Hiring model ensures qualified Indigenous workers, women, and locals are first in line for available opportunities.</p> <p>Last year BCIB hired more than 2,900 tradespeople. 89% of the hours worked were by locals, which directly supported local economies.</p> <p>32% of the hours worked by BCIB skilled trades employees were worked by Indigenous people or by members of a traditionally underrepresented group. 12% of BCIB skilled trades employees identified as Indigenous, more than double the BC industry average of about 6%. 7% of BCIB skilled trades employees were women in 2024/25, higher than the BC industry average of about 6%.</p>

2021/22 Mandate Letter Priority	Status as of March 31, 2025
<p>Identify strengths and opportunities to optimize business processes to deliver on its mandate and government's objectives for the organization.</p>	<p>Successful and ongoing.</p> <p>BCIB employed more than 2,900 individual skilled trades workers in 2024/25, making it one of the province's largest construction employers.</p> <p>In partnership with contractors and the Affiliated Unions, BCIB filled 98% of contractor employee requests within 30 days.</p> <p>BCIB's labour supply and demand model anticipates potential workforce supply challenges for high demand trades on projects. The labour supply and demand model and contractor forecast review enables BCIB to effectively source and supply the skilled workforce for contractors. These companies can access and rely on skilled trades workers provided by BCIB, which helps mitigate labour supply risk.</p>

Appendix B: Auditor's Report and Audited Financial Statements

FINANCIAL STATEMENTS OF

BC INFRASTRUCTURE BENEFITS INC.

YEAR ENDED MARCH 31, 2025

May 08, 2025

Statement of Management's Responsibility

Year ended March 31, 2025

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards. This responsibility includes selecting appropriate accounting principles and methods and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Corporation's Board of Directors carry out their responsibility for review of the financial statements principally through the Audit, Finance and Risk Committee. The voting members of the Audit, Finance and Risk Committee are composed entirely of persons who are neither management nor employees of the Corporation. The Audit, Finance and Risk Committee meets with management and staff and the external auditors to discuss the results of the audit examination and financial reporting matters. The auditors have full access to the Audit, Finance and Risk Committee with, and without, the presence of management and staff.

Smythe LLP, an independent firm of chartered professional accountants, is appointed by the Board of Directors to audit the financial statements and report to the Board through the Audit, Finance and Risk Committee; their report follows.

Yours truly,



Irene Kerr

Chief Executive Officer



Mario Piscitelli

Chief Financial Officer

INDEPENDENT AUDITOR'S REPORT

TO THE BOARD OF DIRECTORS OF BC INFRASTRUCTURE BENEFITS INC.

Opinion

We have audited the financial statements of BC Infrastructure Benefits Inc. (the "Corporation"), which comprise:

- the statement of financial position as at March 31, 2025;
- the statement of operations for the year then ended;
- the statement of changes in net assets for the year then ended;
- the statement of cash flows for the year then ended; and
- the notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 2025, and its results of operations and its cash flows for the year then ended in accordance with Canadian Public Sector Accounting Standards (PSAS).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Public Sector Accounting Standards (PSAS), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Corporation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Corporation's financial reporting process.

VANCOUVER

1700-475 Howe St
Vancouver, BC V6C 2B3
T: 604 687 1231
F: 604 688 4675

LANGLEY

600-19933 88 Ave
Langley, BC V2Y 4K5
T: 604 282 3600
F: 604 357 1376

NANAIMO

201-1825 Bowen Rd
Nanaimo, BC V9S 1H1
T: 250 755 2111
F: 250 984 0886

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ♦ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ♦ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Corporation's internal control.
- ♦ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ♦ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Corporation to cease to continue as a going concern.
- ♦ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Smythe LLP

Chartered Professional Accountants

Vancouver, British Columbia

May 8, 2025

VANCOUVER

1700-475 Howe St
Vancouver, BC V6C 2B3
T: 604 687 1231
F: 604 688 4675

LANGLEY

600-19933 88 Ave
Langley, BC V2Y 4K5
T: 604 282 3600
F: 604 357 1376

NANAIMO 4 | Page

201-1825 Bowen Rd
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BC Infrastructure Benefits Inc.
Statement of Financial Position
As at March 31, 2025
(in \$000's)

	<u>Notes</u>	<u>March 31, 2025</u>	<u>March 31, 2024</u>
Financial assets			
Cash		\$ 11,555	\$ 7,155
Accounts receivable	3	18,385	13,259
Due from government and government organizations	4	11,748	5,339
		<u>41,688</u>	<u>25,753</u>
Liabilities			
Debt	5	24,041	15,139
Accounts payable and accrued liabilities	6	13,044	8,190
Due to government and government organizations	7	6,703	4,665
		<u>43,788</u>	<u>27,994</u>
Net debt		<u>(2,100)</u>	<u>(2,241)</u>
Non-financial assets			
Tangible capital assets	8	1,600	1,962
Prepaid expenses	9	500	279
		<u>2,100</u>	<u>2,241</u>
Accumulated surplus		<u>\$ -</u>	<u>\$ -</u>

Approved on behalf of the Board of Directors on May 8, 2025



David Miller, Chair



Cynthia Morton, Director

The accompanying notes form an integral part of these financial statements.

BC Infrastructure Benefits Inc.
Statement of Operations
For the year ended March 31, 2025
(in \$000's)

	<u>Notes</u>	<u>Budget</u>	<u>March 31, 2025</u>	<u>March 31, 2024</u>
Revenues				
Contracted Services		\$ 254,621	\$ 254,116	\$ 185,810
Service Fee	12	20,549	18,225	16,575
Interest		-	415	461
Other Revenue		-	153	39
		<u>275,170</u>	<u>272,909</u>	<u>202,885</u>
Expenses				
Project Skilled Workforce		254,621	254,116	185,810
People Services		5,122	3,521	3,739
Operations		4,452	4,330	3,417
Finance and Corporate Services		10,975	10,942	9,919
	10	<u>275,170</u>	<u>272,909</u>	<u>202,885</u>
Annual operating surplus		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
Accumulated surplus (deficit) at beginning of year		-	-	-
Accumulated surplus (deficit) at end of year		<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

The accompanying notes form an integral part of these financial statements.

BC Infrastructure Benefits Inc.
Statement of Changes in Net Debt
For the year ended March 31, 2025
(in \$000's)

	Budget	March 31, 2025	March 31, 2024
Surplus	\$ -	\$ -	\$ -
Effect of change in tangible capital assets:			
Acquisition of tangible capital assets	(1,000)	(389)	(487)
Loss on disposal of tangible capital assets	-	4	60
Amortization of tangible capital assets	800	747	666
	(200)	362	239
Effect of change in prepaid expenses			
Acquisition of prepaid expenses	(100)	(1,651)	(1,567)
Use of prepaid expenses	100	1,430	1,525
	-	(221)	(42)
(Increase)/Decrease in Net debt	\$ (200)	\$ 141	\$ 197
Net debt at beginning of year	(2,400)	(2,241)	(2,438)
Net debt at end of year	\$ (2,600)	\$ (2,100)	\$ (2,241)

The accompanying notes form an integral part of these financial statements.

BC Infrastructure Benefits Inc.
Statement of Cash Flows
For the year ended March 31, 2025
(in \$000's)

	<u>March 31, 2025</u>	<u>March 31, 2024</u>
Operating transactions		
Surplus	\$ -	\$ -
Items not affecting cash:		
Amortization of tangible capital assets	747	666
Loss on disposal of tangible capital assets	4	60
Amortization of discount on debt	922	911
Amortization of foreign exchange gain	(108)	(78)
Discount on debt	(909)	(882)
Unamortized foreign exchange gain on debt	117	65
Changes in operating working capital:		
Increase in accounts receivable	(5,126)	(3,286)
Increase in due from government and government organizations	(6,409)	(899)
Increase in prepaid expenses	(221)	(42)
Increase in accounts payable and accrued liabilities	4,854	2,569
Increase in due to government and government organizations	2,038	1,337
Cash (applied to)/provided by operating transactions	<u>(4,091)</u>	<u>421</u>
Capital transactions		
Cash used in acquisition of tangible capital assets	<u>(389)</u>	<u>(487)</u>
Cash applied to capital transactions	<u>(389)</u>	<u>(487)</u>
Financing transactions		
Debt issues	91,322	66,122
Debt repayment	<u>(82,442)</u>	<u>(67,056)</u>
Cash provided by/ (applied to) financing transactions	<u>8,880</u>	<u>(934)</u>
Increase/(Decrease) in cash	4,400	(1,000)
Cash at beginning of year	7,155	8,155
Cash at end of year	<u>\$ 11,555</u>	<u>\$ 7,155</u>
<hr/>		
Supplemental disclosure of cash flow information:		
Interest paid	899	892

The accompanying notes form an integral part of these financial statements.

1. NATURE OF OPERATIONS

BC Infrastructure Benefits Inc., (“BCIB” or “the Corporation”) is a provincial Crown corporation incorporated under B.C.’s Business Corporations Act on July 16, 2018, and directly accountable to the Minister of Infrastructure. As a provincial Crown agency, BCIB is subject to legislative regulations in government reporting Acts which include the Budget Transparency and Accountability Act and the Financial Administration Act.

BCIB was established to implement, measure and report on the objectives of the Community Benefits Agreement (“CBA”), a collective agreement between BCIB and the Allied Infrastructure and Related Construction Council (“AIRCC”) to grow the skilled trades workforce by creating career opportunities for underrepresented workers, locals, and apprentices on select public infrastructure projects.

BCIB is exempt from income taxes under subsection 149(1)(d) of the Income Tax Act (Canada).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies used in the preparation of these financial statements are as follows:

a) Basis of Accounting

These financial statements have been prepared by management in accordance with Section 23.1 of the *Budget Transparency and Accountability Act of the Province of British Columbia*. This act requires BCIB to prepare financial statements in accordance with Public Sector Accounting Standards (“PSAS”).

b) Revenue Recognition

BCIB revenues include contracted services revenue, service fees, interest revenue, and other revenues. Contracted services revenue represents the aggregate payroll costs billed mainly to the Contractors for the provision of skilled employees working on CBA projects. Service fees revenue represents revenue from the project Owners pursuant to the Employee Supply Agreements (“ESA”). Interest revenue is the interest earned from bank deposits. Other revenues mainly consist of Respectful Onsite Initiatives (“ROI”) training services provided to external entities and other miscellaneous revenue.

PS 3400 establishes standards for the accounting for revenue arising from exchange transactions. BCIB performs work and incurs costs ahead of the construction start on projects and during the construction phase to achieve the objectives of the CBA and to satisfy its obligation to project Owners. As BCIB performs work, it recognizes contracted services revenue from contractors and service fees revenue from project owners to offset its costs.

Interest and other revenue are recognized when earned.

c) Expense Recognition

Costs incurred by BCIB are expensed as incurred. Expenses are recorded on an accrual basis.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

d) *Tangible Capital Assets*

Tangible capital assets are non-financial assets having a physical substance that:

- are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, or maintenance or repair of other tangible capital assets;
- have useful economic lives extending beyond an accounting period;
- are to be used on a continuing basis; and
- are not for sale in the ordinary course of operations.

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to the acquisition, construction, development, installation, and betterment of the asset.

Smaller value tangible capital assets which are identical, similar or related are grouped together as an asset pool and accounted for as a single asset for amortization purposes. Assets that meet these criteria and that are acquired during a fiscal quarter are pooled together and half the amortization is taken in the quarter of acquisition. Standalone higher value tangible capital assets are not pooled and are amortized starting in the month following acquisition.

Amortization begins when the asset is brought into productive use. The cost of the tangible capital asset is amortized over its estimated useful life. Work-in-progress tangible capital assets are not amortized until the assets are completed and put into use.

The amortization method and useful lives for each asset class are as follows:

Asset	Amortization Method	Useful Lives (in years)
Furniture and fixtures	Straight Line	3 to 5
Leasehold improvements	Straight Line	Term of the lease
Computer assets and software	Straight Line	3 to 10
Vehicles	Straight Line	10

At the end of each reporting period, BCIB reviews the value of its tangible capital assets that are in active service for impairment based on their service potential. Assets are written down when conditions indicate that they no longer contribute to BCIB's ability to provide services and the reduction in future economic benefits is expected to be permanent.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

e) *Prepaid Expenses*

Prepaid expenses are recorded at cost. Prepaids are expensed on a straight-line basis over the life of the agreement as economic benefits are used.

f) *Pension Benefits*

Pension benefits for employees of the Corporation are provided through the BC Public Service Pension Plan, which is a defined benefit, multi-employer jointly trustee plan. Defined contribution plan accounting is applied as sufficient information is not available to apply defined benefit accounting. Contributions are expensed as they become payable (Note 13).

g) *Financial Instruments*

Financial instruments include primary instruments such as cash, accounts receivable, amounts due from or to government and government organizations, accounts payable and accrued liabilities and debt.

The Corporation classifies each of its financial instruments in the following categories:

	Category	Measurement
Cash	Fair value	Fair value
Accounts receivable	Other financial assets	Amortized cost
Accounts payable and accrued liabilities	Other financial liabilities	Amortized cost
Debt	Other financial liabilities	Fair value
Due to/from government and government organizations	Other financial liabilities/assets	Amortized cost

h) *Measurement Uncertainty*

The preparation of these financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Items requiring the use of significant estimates include provisions for certain accrued liabilities and assessment of useful lives of tangible capital assets.

Estimates are based on the best information available at the time of preparation of the financial statements based on historical experience and other factors and are reviewed annually to reflect new information as it becomes available. Actual results could differ from these estimates.

3. ACCOUNTS RECEIVABLE

(in \$000's)	March 31, 2025	March 31, 2024
Trade accounts receivable	\$ 18,378	\$ 13,256
Other receivables	7	3
	<u>\$ 18,385</u>	<u>\$ 13,259</u>

4. DUE FROM GOVERNMENT AND GOVERNMENT ORGANIZATIONS

(in \$000's)	March 31, 2025	March 31, 2024
BC Transportation Financing Authority ("BCTFA")	\$ 11,260	\$ 4,223
Vancouver Island Health Authority ("VIHA")	466	726
Fraser Health Authority ("FHA")	13	12
Vancouver Community College ("VCC")	9	126
BC Institute of Technology ("BCIT")	-	252
	<u>\$ 11,748</u>	<u>\$ 5,339</u>

Receivables represent the net of management service fees for the provision of workforce services and other project related services.

For fiscal 2025, the amounts payable to and receivable from BCTFA, VIHA and VCC are reported on a net basis, while in fiscal 2024 these amounts were recorded separately. For comparative purposes, fiscal 2024 amounts have been regrouped to be presented on a net basis.

5. DEBT

The Minister of Finance is the fiscal agent of BCIB. All debt is acquired through the provincial government's fiscal agency loan program and is either held or guaranteed by the Province of British Columbia. BCIB funds part of its operations with short-term debt. Debt typically matures within 3 months. BCIB is authorized to acquire up to \$100 million of short-term debt. As of March 31, 2025, BCIB had two short-term debts totalling \$24.0 million (2023/2024 - \$15.1 million, consisting of two short-term debt), with a weighted average interest rate of 3.25% (2023/2024 - 4.91%). The first of the debts, \$8.0 million matures on April 28, 2025, and the remaining \$16.0 million debt matures on May 27, 2025.

6. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

(in \$000's)	March 31, 2025	March 31, 2024
Accrued liabilities	\$ 9,267	\$ 5,095
Accounts payable	3,777	3,095
	<u>\$ 13,044</u>	<u>\$ 8,190</u>

Accounts payable are in the normal course of operations and measured at the exchange amount.

7. DUE TO GOVERNMENT AND GOVERNMENT ORGANIZATIONS

(in \$000's)	March 31, 2025	March 31, 2024
Canada Revenue Agency ("CRA")	\$ 5,371	\$ 3,829
Province of British Columbia	1,180	708
BC Public Service Agency ("PSA")	126	105
WorkSafe BC ("WCB")	26	23
	<u>\$ 6,703</u>	<u>\$ 4,665</u>

The amounts payable to CRA are for net Goods and Services Tax and payroll-related taxes. The amount payable to the Province of British Columbia is in relation to employer health tax. PSA payments are primarily related to payroll services and employee benefits. Payments to WCB are for insurance premiums.

For fiscal 2025, the amounts payable to and receivable from CRA, BCTFA, VIHA and VCC have been reported on a net basis, while in fiscal 2024 these amounts were recorded separately. For comparative purposes, fiscal 2024 amounts have been regrouped to be presented on a net basis. These amounts are included in the Note 4 table.

8. TANGIBLE CAPITAL ASSETS

Tangible capital assets are recorded at cost net of accumulated amortization. The costs and accumulated amortization for BCIB's tangible capital assets on March 31, 2025 are as follows (in \$000's):

	Furniture & Fixtures	Leasehold Improvements	Computer Assets	Vehicle	Work-In- Progress	Total
Cost						
Balance at March 31, 2024	\$ 210	\$ 248	\$ 3,064	\$ 76	\$ 170	\$ 3,768
Additions	7	4	24	-	354	389
Disposals	(125)	(252)	(256)	-	-	(633)
Transfers	29	-	495	-	(524)	-
Balance at March 31, 2025	121	-	3,327	76	-	3,524
Accumulated Amortization						
Balance at March 31, 2024	148	184	1,451	23	-	1,806
Disposals	(121)	(251)	(257)	-	-	(629)
Amortization	33	67	639	8	-	747
Balance at March 31, 2025	60	-	1,833	31	-	1,924
Net book value at March 31, 2025	\$ 61	\$ -	\$ 1,494	\$ 45	\$ -	\$ 1,600

The costs and accumulated amortization for BCIB's tangible capital assets on March 31, 2024 are as follows (in \$000's):

	Furniture & Fixtures	Leasehold Improvements	Computer Assets	Vehicle	Work-In- Progress	Total
Cost						
Balance at March 31, 2023	\$ 184	\$ 248	\$ 2,045	\$ 76	\$ 788	\$ 3,341
Additions	26	-	8	-	453	487
Disposals	-	-	-	-	(60)	(60)
Transfers	-	-	1,011	-	(1,011)	-
Balance at March 31, 2024	210	248	3,064	76	170	3,768
Accumulated Amortization						
Balance at March 31, 2023	103	121	901	15	-	1,140
Amortization	45	63	550	8	-	666
Balance at March 31, 2024	148	184	1,451	23	-	1,806
Net book value at March 31, 2024	\$ 62	\$ 64	\$ 1,613	\$ 53	\$ 170	\$ 1,962

Work-in-progress consists of ongoing development costs related to Salesforce upgrades and is not amortized until the asset is completed and put into use.

9. PREPAID EXPENSES

(in \$000's)	March 31, 2025	March 31, 2024
Computer software license	\$ 325	\$ 167
Office lease	75	73
Other	58	22
Insurance	42	17
	<u>\$ 500</u>	<u>\$ 279</u>

10. BREAKDOWN OF TOTAL EXPENSES

(in \$000's)	Note	March 31, 2025	March 31, 2024
Wages and benefits	13	\$ 266,163	\$ 196,126
Administration, IT and other		3,787	3,634
Contractors		1,381	1,518
Facilities		877	858
Professional services		701	749
		<u>\$ 272,909</u>	<u>\$ 202,885</u>

The presentation of breakdown of total expenses for fiscal 2024/2025 aligns with BCIB's fiscal 2024/2025 Service Plan.

11. BUDGETED FIGURES

The fiscal 2024/2025 budget is reflected in the Statement of Operations and the Statement of Changes in Net Debt. Budget data presented in these financial statements is based upon the fiscal 2024/2025 budget approved by the Board on January 3rd, 2024.

12. RELATED PARTY TRANSACTIONS

BCIB is related through common ownership to all Province of British Columbia ministries, agencies, crown corporations and all public sector organizations included in the Provincial Government Reporting Entity ("GRE"). Transactions with related parties are in the normal course of operations and recorded at the exchange amount, made on terms equivalent to those that prevail in arm's length transactions.

Employee Supply Agreements and Letter Agreements have been signed with various project Owners. BCIB receives management service fees for the provision of workforce services and other project services to select major infrastructure projects.

12. RELATED PARTY TRANSACTIONS (CONTINUED)

For fiscal 2024/2025, BCIB recognized net management service fees for a total of \$18.2 million (2023/2024 - \$16.6 million) as follows:

(in \$000's)	March 31, 2025	March 31, 2024
BCTFA	\$ 13,799	\$ 13,966
VIHA	4,379	2,249
VCC	47	120
BCIT	-	240
Total service fees	18,225	16,575
FHA	120	12
	\$ 18,345	\$ 16,587

BCIB billed BCTFA in fiscal 2024/2025 \$16.9 million (2023/2024 - \$10.7 million) for additional owner costs. The amount billed to FHA relates to ROI training.

13. EMPLOYEE BENEFIT PLAN

BCIB and its employees contribute to the Public Service Pension Plan (the "Plan"), a jointly trusteesd pension plan. The Public Service Pension Board of Trustees, representing plan members and employers, have oversight responsibilities for the management of the Plan, including investment of the assets and administration of benefits. The Plan is a multi-employer jointly trusteesd pension plan that shares risk between various entities.

The Corporation does not account for its participation in the multi-employer plan as a defined benefit pension plan because the Corporation does not have access to information about the plan that would enable the Corporation to record its share of the obligations of the plan, plan assets and costs of the plan. In addition, the plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, plan assets and costs to individual entities that participate in the plan. Accordingly, the participation in the plan is accounted for using defined contribution accounting requirements.

The Corporation accrues expenses for contributions that are contractually due to the plan as at the reporting date that have not yet been paid. As of March 31, 2025, the Corporation has approximately 99 employees contributing to the plan, which has approximately 131,000 total active and retired members.

Every three years, an actuarial valuation is performed to assess the financial position of the plan and the adequacy of plan funding. The latest actuarial valuation was conducted as at March 31, 2023 and indicated a Basic Account actuarial funding valuation surplus of \$4.5 billion. The next valuation will occur as at March 31, 2026. The actuary does not attribute portions of any unfunded liability to individual employers. In fiscal 2024/2025, the employees of BCIB contributed \$741,241 (2023/2024 - \$638,384) to the Plan and the Corporation paid \$874,398 (2023/2024 - \$753,062) in employer contributions to the Plan. Pension plan contributions are recognized in wages and benefits expense (Note 10).

14. CONTRACTUAL OBLIGATIONS

(in \$000's)	Operating Lease
Fiscal 2026	\$ 906
Fiscal 2027	921
Fiscal 2028	936
Fiscal 2029	950
Fiscal 2030	965
	\$ 4,678

BCIB's operating lease is for rental of office space based on the lease agreement that is effective until the end of fiscal 2030.

15. CONTINGENT LIABILITIES

As part of BCIB's ongoing operations, from time to time, the Corporation may receive claims for labour-related matters. As at the end of fiscal 2024/2025, BCIB had several outstanding claims. Currently, it is not possible to estimate the potential impact and outcome of these claims.

16. RISK MANAGEMENT

Credit Risk

Credit risk results when a BCIB counterparty fails to discharge an obligation of a financial instrument. The maximum exposure of BCIB to credit risk is as follows:

(in \$000's)	March 31, 2025	March 31, 2024
Cash	\$ 11,555	\$ 7,155
Accounts receivable	18,385	13,259
Due from government and government organizations	11,748	5,339
	\$ 41,688	\$ 25,753

BCIB's exposure to credit risk is related to amounts owing from other provincial agencies, the federal government, and the value of accounts receivable in its normal course of business from Contractors. The risk is mitigated as the Contractors are bound by terms of payment and default clauses in project agreements which increases the likelihood BCIB will be paid. Cash is held with a reputable financial institution, from which management believes the risk of loss to be low.

17. RISK MANAGEMENT (CONTINUED)

Interest Rate Risk

Interest rate risk is the risk that the fair value of future cash flows will fluctuate due to market interest rate changes. BCIB's exposure to interest rate risk is minimized because of the short-term nature of the debt and its ability to borrow through the Ministry of Finance. A one percentage short-term interest rate change could result in approximately a \$0.24 million cost differential.

Foreign Exchange Risk

Foreign exchange risk occurs when the fair value or future cash flows of a financial instrument are negatively impacted by a fluctuating foreign exchange rate. BCIB mitigates foreign exchange risk by locking in an exchange swap rate that fixes the final foreign currency gains/losses.

Liquidity Risk

Liquidity risk occurs if BCIB is unable to meet its financial obligations as they fall due. BCIB's liquidity risk is mitigated through a short-term financing agreement with the Ministry of Finance that enables the corporation to borrow up to \$100 million on a short-term basis. BCIB regularly monitors its cash flow and if necessary, BCIB can borrow as needed to satisfy its financial obligations.