

# **BC Infrastructure Benefits Inc.**

## **2022/23 – 2024/25 Service Plan**

**February 2022**



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## Board Chair's Accountability Statement



The 2022/23 – 2024/25 BC Infrastructure Benefits Service Plan was prepared under the Board of Director's direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events and identified risks, as of February 2022 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, BC Infrastructure Benefit'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 BC Infrastructure Benefit's operating environment, forecast conditions, risk assessment and past performance.

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

David Miller,  
Board Chair

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## **Strategic Direction and Alignment with Government Priorities**

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency’s work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how BC Infrastructure Benefits Inc. (BCIB) will support government’s priorities including the foundational principles listed above and selected action items identified in the most recent [Crown Agency Mandate Letter](#).

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

BCIB is a provincial Crown corporation incorporated under the *Business Corporations Act* and directly accountable to the Minister of Finance. BCIB was established to implement, measure and report on the objectives of the 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. This Service Plan is aligned with the CBA and the direction provided in BCIB’s Mandate Letter.

## **Operating Environment**

BCIB will continue its work to mobilize, grow and diversify British Columbia’s skilled trades workforce and maximize the community benefits that come from public infrastructure projects.

British Columbia is expected to lead Canada in construction growth, but retirements and a shortage of new workers are creating challenges for contractors and projects. BCIB’s work will continue to grow the skilled trades workforce to help meet the Province’s skilled trades needs today and tomorrow.

BCIB’s progressive employer model is creating career opportunities and the worksite culture change necessary to attract and create meaningful employment opportunities for British Columbians traditionally underrepresented in the skilled construction trades. It will continue to grow the workforce by recruiting and retaining workers for projects including the Broadway Subway Project, the Pattullo Bridge Replacement Project, the Kicking Horse Canyon Phase 4, the Cowichan District Hospital Replacement Project and the Highway 1 four laning program.

Project construction schedules and trades requirements will continue to drive BCIB’s operations and recruitment. BCIB will continue to prioritize its forecasting work to anticipate labour supply and demand so it can continue to provide workforce for both contractors and BCIB.

COVID-19 continues to impact the construction industry. BCIB will work with evolving health and safety measures and adapt its operations as needed so it can recruit, onboard and provide cultural safety training for its employees.

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

## Performance Planning

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

**Objective 1.1: Increase the diversity of the trades workforce by recruiting in partnership with Indigenous communities and organizations supporting women, people with disabilities, and other traditionally underrepresented groups.**

### Key Strategies

- Continue recruitment and outreach targeting under-represented groups in the trades in communities close to CBA projects.
- Continue to work with community organizations to provide equitable access to pathways to career opportunities on CBA projects.
- Continue Indigenous engagement in partnership with the Ministry of Indigenous Relations and Reconciliation.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1 Percentage of total project hours worked by Indigenous peoples and equity groups <sup>1</sup> .	20%	16%	16%	16%

Data source: BCIB

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

### Linking Performance Measure to Objective

Providing apprenticeships and career opportunities on a priority basis to Indigenous peoples, women, locals, and others traditionally underrepresented in construction is a requirement in the CBA<sup>1</sup>.

Reporting the percentage of total project hours worked by Indigenous peoples and equity groups will indicate how BCIB is implementing the CBA’s priority hiring provisions and diversity objectives.

### Discussion

A target of 16% of total project hours worked by underrepresented groups has been set for future years. BCIB has achieved more than double the construction industry average for the number of Indigenous peoples and women on CBA projects. As new projects requiring different trades are advanced under the CBA, BCIB expects to achieve similar or better results. BCIB’s current forecast

<sup>1</sup> CBA Article 9.202 and CBA objectives Article 1.100 (k) and (n).

is trending above the original target<sup>2</sup>, but it has maintained the same target for future years. BCIB will continue to monitor this measure and may update it for future service planning periods.

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

**Key Strategies**

- Work with the Industry Training Authority to provide support for apprentices to complete their training and journeyperson certification.
- Work with the Affiliated Unions that are part of the Allied Infrastructure and Related Construction Council (AIRCC) and other industry and educational leaders to implement leading practices for safety training and apprenticeship and trainee supports.
- Continue to partner with support agencies to help underrepresented groups enter apprenticeships and the skilled trades.
- Continue ongoing analysis of labour supply to support recruitment for CBA projects<sup>3</sup>.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.2a Percentage of total project hours worked by trainees.	10%	10%	10%	10%
1.2b Overall ratio of apprenticeship hours to journeyperson hours.	N/A	10-25%	10-25%	10-25%

Data source: BCIB

**Linking Performance Measure to Objective**

Growing the skilled trades workforce through apprenticeships is a priority in the CBA<sup>4</sup>.

Supporting apprentices to achieve their journeyperson certification is a key tool for growing the skilled trades workforce. Reporting the ratio of apprenticeship hours and the percentage of total project hours worked by trainees indicates the level of investment in the training and development of apprentices on CBA projects.

<sup>2</sup> Historically, women and Indigenous peoples each represent approximately 6% of British Columbia’s on-site construction workforce. There are no known third-party statistics for other equity groups.

<sup>3</sup> This work supports CBA objectives 1.100 (c) and (j).

<sup>4</sup> CBA Article 1.100 (j), (k) and (m).

**Discussion**

BCIB has created a second performance measure (1.2b) to better differentiate the hours worked by apprentices and trainees on CBA projects.

Performance Measure 1.2a has been refined and revised to focus specifically on trainees. BCIB has set 10% targets for total project hours worked by trainees. This performance measure and the 10% targets appropriately reflect BCIB’s current CBA portfolio of projects, which is weighted heavily on road building projects which have trainee programs and few apprenticeship programs.

Performance Measure 1.2b tracks the ratio of apprenticeship hours to journey person hours<sup>5</sup>. This new measure recognizes that apprentice and trainee opportunities and experiences are different from one another. The 10% - 25% target range reflects the variety of trades included in the CBA, each trade’s own target apprenticeship ratio and the variety of trades involved in BCIB’s current and future projects.

For example, on BCIB’s current projects (mostly road building or “horizontal” projects), the ratios are typically 10%. The higher end of the target range recognizes that with the inclusion of “vertical” projects, such as the Cowichan District Hospital Replacement Project, BCIB’s projects will be employing more Red Seal trades.

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

**Key Strategies**

- Implement the Respectful Onsite Initiative to support the implementation of the CBA objectives and create a respectful jobsite for all workers.
- Implement and manage anti-bullying and anti-harassment policies to support employees and provide tools to maintain a safe worksite.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.3 Percentage of employees who completed the Respectful Onsite Initiative program.	60%	100%	100%	100%

Data source: BCIB

**Linking Performance Measure to Objective**

The CBA prioritizes meeting the needs of Indigenous peoples and equity groups in a workplace free of discrimination and harassment<sup>6</sup>. The CBA also requires Indigenous Cultural Competency Training be delivered to workers on-site<sup>7</sup>. To meet the CBA requirements, BCIB has developed a Respectful

<sup>5</sup> This performance measure supports CBA Article 9.302 which sets an overall target ratio of apprenticeship hours to journey person hours for all BC-recognized Red Seal Trades, averaged over the projects.

<sup>6</sup> CBA Article 1.100 (g), (h), (i) and (l).

<sup>7</sup> CBA Article 9.205.

Onsite Initiative. This program helps create a safe and respectful worksite to help recruit and retain workers.

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

**Discussion**

As part of its overall employee onboarding process, BCIB delivers Indigenous Cultural Competency Training, equity training, orientation on BCIB’s anti-bullying and anti-harassment policy<sup>8</sup> and workplace drug and alcohol policy<sup>9</sup>.

BCIB coordinates with contractors and government project owners to schedule the Indigenous Cultural Competency Training and equity training sessions while accommodating both the projects’ construction schedule and adhering to all COVID health and safety protocols.

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

**Key Strategies**

- Continue to implement a local recruitment plan and use local networks to target qualified and underrepresented workers close to CBA projects.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.4 Percentage of total project hours worked by local hires.	50%	35-50%	35-50%	35-50%

Data source: BCIB

**Linking Performance Measure to Objective**

The CBA prioritizes opportunities for locals on CBA projects and an objective is to ensure locals have full and fair opportunities to participate<sup>10</sup>. Reporting on the percentage of total project hours worked by local hires shows BCIB’s performance against this CBA objective. This measure reaffirms BCIB’s commitment to helping locals benefit from projects close to their communities.

Priority hiring of local residents is a pillar of the CBA. A local resident is generally defined as someone living within 100km of the project. This provides preferred access for those living closest to the projects, increases local skills capacity and supports economic stability for local families.

<sup>8</sup> Policy required under CBA Article 23.602.

<sup>9</sup> Policy required under CBA Article 20.602.

<sup>10</sup> CBA Article 1.100 (d) and (k).

**Discussion**

Targets for future years have been set at 35-50%. This range recognizes the greater geographic distances between communities, and therefore local workforce availability, in the Interior of the province and on Vancouver Island compared to the Lower Mainland.

**Objective 1.5: Review BCIB applicant qualifications for either deployment to a CBA project or referral to a partner for training support.**

**Key Strategies**

- Create partnerships with employment service providers and training agencies so applicants who are not job ready can be referred for further training so they can be employed in the future.
- Use technology to reduce manual processes and more efficiently match BCIB applicants to contractor employee requests.
- Work with the AIRCC to continue to demonstrate transparency around the hiring processes in the CBA.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.5 Percentage of applicants notified of the outcome of their skills review within a 45-day period.	90%	100%	100%	100%

Data source: BCIB

**Linking Performance Measure to Objective**

A key objective of the CBA is to develop the skilled trades workforce through skills training<sup>11</sup>. To deliver on this objective, BCIB accepts applicants from across BC, regardless of whether they are a member of a union or not. The Allied Infrastructure and Related Construction Council includes 19 Affiliated Unions. BCIB works with these Affiliated Unions and other partners, such as the Industry Training Authority, to manage the intake of applicants and review qualifications.

BCIB measures the percentage of applicants to receive notification of the review of their qualifications within 45 days. Applicant qualifications are reviewed and verified by the Affiliated Unions and the results of this review are communicated to BCIB. Candidates are notified by BCIB of the outcome within 45 days. Those qualified applicants are then placed on the dispatch list for CBA projects and connected with the Affiliated Union for potential work.

<sup>11</sup> CBA Article 1.100 (c) and (j).

**Discussion**

Workers with required skills are put on a dispatch list for when their trade is required on a CBA project.

Apprentices and trainees who require further classroom training are referred to the Industry Training Authority.

When the assessment concludes an applicant is not yet qualified for deployment, BCIB refers the individual to an appropriate government program or service agency for further training<sup>12</sup>.

Where an individual is referred depends on their specific identification factors, including their gender, socio-economic status, location, and job readiness. Those workers are encouraged to reapply with BCIB or elsewhere in the industry, once their necessary training is complete, to help address skilled trades shortages.

**Goal 2: Partner in the successful delivery of public infrastructure projects and implement the Community Benefits Agreement.**

**Objective 2.1: Engage with project owners and industry to support procurement on CBA infrastructure projects.**

**Key Strategies**

- Collaborate with government project owners to apply the CBA to select public infrastructure projects.
- Engage in regular opportunities for feedback, collaboration, and education to communicate and inform unions, industry stakeholders, and the contractor and subcontractor community about the CBA objectives.
- Demonstrate how the CBA is implemented on project bids and at the worksite through BCIB’s active engagement with bidders and other targeted outreach during each project’s procurement process.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.1 Number of contractors engaged with through industry engagement and collaborative meetings on CBA projects.	105	85	Based on project schedule	Based on project schedule

Data source: BCIB

<sup>12</sup> CBA Article 9.201(b).

## Linking Performance Measure to Objective

Key objectives in the CBA are to allow any contractor in the construction industry to bid on and perform work on CBA projects<sup>13</sup> and to ensure projects are not affected by any labour or collective bargaining disputes<sup>14</sup>. To help familiarize businesses with the CBA and to support project procurements, BCIB conducts engagement and dialogue with the contractor community.

Engagement includes meetings with individual contractors, business-to-business networking sessions, all proponent meetings and specific topic meetings held in partnership with government project owners.

## Discussion

The number of industry engagements and collaborative meetings in future years will depend on the number of projects selected by government to be delivered under the CBA. The target for 2022/23 has been developed based on specified CBA projects currently in the planning or procurement phase. Targets for future years will be established on what projects are approved to be delivered under the CBA.

## Objective 2.2: Meet contractor expectations to reliably fill employee requests.

### Key Strategies

- Meet regularly with contractors, government project owners, and the AIRCC to review contractor workforce forecasts.
- Use relationships with community groups and employment services to recruit ahead of anticipated contractor demand.
- Work with the AIRCC Affiliated Unions to ensure contractor employee requests are filled accurately and in a timely manner.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.2 Percentage of employee requests filled through standard dispatch process.	90%	90%	90%	90%

Data source: BCIB

## Linking Performance Measure to Objective

An objective of the CBA is to ensure construction of CBA projects proceeds safely, efficiently, economically, and without interruption<sup>15</sup>. Reporting the percentage of employee requests filled

<sup>13</sup> CBA Article 1.100(a).

<sup>14</sup> CBA Article 1.100(f).

<sup>15</sup> CBA Article 1.100(e).

through BCIB demonstrates BCIB’s ability to supply a skilled workforce that meets contractor expectations.

**Discussion**

At the beginning of each month, contractors are required to submit non-binding rolling three-month skilled workforce forecasts to BCIB to assist with skilled workforce planning. BCIB discusses these forecasts with the contractor, the AIRCC and the government project owner to consider anticipated future skilled workforce needs and projected timing.

Targets of 90% have been set for this measure to recognize the high number of BCIB employees successfully deployed which aids in meeting BCIB’s mandate.

**Objective 2.3: Engage with community groups, industry, and labour associations to support skilled workforce recruitment and CBA awareness.**

**Key Strategies**

- Build relationships, through integration with government partners, with employment support organizations, community groups, the Industry Training Authority and accredited training organizations, and the Ministry of Advanced Education and Skills Training.
- Work with government to provide awareness of CBA opportunities to the contractor and subcontractor community through industry, economic development associations and local businesses.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.3 Completion of outreach engagements.	300	50	50	50

Data source: BCIB

**Linking Performance Measure to Objective**

Objectives of the CBA include maximizing access to CBA projects to all available and experienced workers<sup>16</sup> and ensuring individuals, communities and businesses have full and fair opportunity to participate in the benefits of CBA projects<sup>17</sup>. To meet these objectives, in addition to entering into partnering agreements measured in performance measure 1.1, BCIB also conducts targeted outreach to help BCIB recruit, mobilize a skilled workforce and create awareness of the CBA within the construction industry.

From the start of project planning BCIB will support partners in the integration of government agreements with Indigenous Nations as they relate to the CBA.

<sup>16</sup> CBA Article 1.100(b).

<sup>17</sup> CBA Article 1.100(d).

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

**Discussion**

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

BCIB has assumed its pace of engagement will slow as its partners and stakeholders become more familiar with the CBA. Regardless, BCIB will continue to accept opportunities to introduce and discuss the CBA with employment support organizations, community groups, industry and economic development associations as appropriate.

**Objective 2.4: Work jointly with proponents and project teams during procurement to facilitate the execution of BCIB’s Contractor and Subcontractor Agreements.**

**Key Strategies**

- Continue to work collaboratively with Transportation Investment Corporation (TI Corp) and government project owners to support government’s collective objectives for CBA projects.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
2.4 Execution of BCIB Contractor and Subcontractor Agreements on CBA Projects. <sup>1</sup>	25	20	To be reported annually	To be reported annually

Data source: BCIB

<sup>1</sup> The actual number of BCIB-Subcontractor Agreements is dependant on the workplan of each individual project contractor and varies from project to project.

**Linking Performance Measure to Objective**

Reporting on the number of executed BCIB-Contractor Agreements and BCIB-Subcontractor Agreements demonstrates BCIB’s collaboration with project owners and project bidders.

The BCIB-Contractor Agreement and BCIB-Subcontractor Agreement signifies the binding relationship between BCIB and the project’s contractor and subcontractors and the shared commitment to implement CBA objectives. While there is just one overarching BCIB-Contractor Agreement per project, each project has multiple BCIB-Subcontractor Agreements. The total number of BCIB-Subcontractor Agreements depends on how the main contractor allocates its obligation under the project agreement. Some contractors will use fewer subcontractors than others depending on their project plan. BCIB employs the CBA employees on both contractor and subcontractor crews.

The execution of BCIB-Contractor and BCIB-Subcontractor Agreements occurs for new projects. The number of future agreements is dependent on projects selected for CBA, the number of

subcontractors used and when subcontractors start work based on the construction schedule of each project.

### **Discussion**

The number of BCIB contractor and BCIB subcontractor agreements on a project is dependent on the Prime Contractor or Design Builder's construction schedule. Targets for future years will be based on projections of projects at the procurement stage.

This Service Plan objective will be phased out in future years as awareness and familiarity with the CBA and BCIB operations increases in the contractor community.

**Goal 3: Achieve cost effective delivery of the CBA objectives through strategic partnerships and sound business management.**

**Objective 3.1: Continue to practise sound corporate financial management by focusing on operational, corporate, and administrative cost efficiencies.**

**Key Strategies**

- Engage in regular, ongoing opportunities to leverage expertise, knowledge, and capacity of key partners to optimize delivery of BCIB’s mandate.
- Continue to work to identify and implement operational efficiencies and control administrative expenses to keep costs as low as possible.
- Meet regularly and work with government project owners to ensure that BCIB’s corporate and project operations costs, recovered from government project owners through service fees, meet shared expectations.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
3.1 Cumulative number of service agreements entered into with external partners.	10	10	TBD	TBD

Data source: BCIB

**Linking Performance Measure to Objective**

An objective of the CBA is to ensure project construction proceeds safely, efficiently, economically and without interruption<sup>18</sup>. BCIB will consult with and enter into service agreements with partners that specialize in providing key employment, training, and labour relations services. This will enable BCIB to leverage, benefit from, and contribute to existing programs that support CBA objectives without creating those systems or programs itself in order to maximize efficient operations.

**Discussion**

BCIB partners with government, communities, industry, and government-sponsored service organizations to deliver CBA objectives. These partnerships help BCIB efficiently achieve its mandate and budget targets.

Increased operating costs in 2022/23 are driven by the anticipated demand for skilled trades workers on CBA projects and BCIB’s related project operations costs. The number of projects under construction is expected to increase and work on multiple existing projects is ramping up. This will result in higher workforce labour costs and a related increase in recoveries from contractors.

<sup>18</sup> CBA Article 1.100(e).

BCIB will evaluate the opportunities and benefits of additional service arrangements when setting targets in future years.

## Financial Plan

### Financial Summary

(\$m)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
<b>Total Revenue</b>				
Contracted Services <sup>19</sup>	68.4	226.7	298.2	246.4
Service Fee	12.0	17.7	20.2	19.6
<b>Total Revenue</b>	<b>80.4</b>	<b>244.4</b>	<b>318.4</b>	<b>266.0</b>
<b>Total Expenses</b>				
Project Skilled Workforce	68.4	226.7	298.2	246.4
People Services	2.0	3.6	3.9	3.2
Operations	4.0	4.8	5.9	5.5
Finance & Corporate Services	6.0	9.3	10.4	10.9
<b>Total Expenses</b>	<b>80.4</b>	<b>244.4</b>	<b>318.4</b>	<b>266.0</b>
Net Income/Excess of Revenue over Expenses/Annual Surplus (Deficit)	0.0	0.0	0.0	0.0
Total Liabilities	15.8	16.6	21.5	19.4
Accumulated Surpluses/Retained Earnings/Equity	0.0	0.0	0.0	0.0
Capital Expenditures				
Information Technology	0.6	1.5	2.5	0.7
Facilities & Other	0.1	0.1	0.1	0.1
Dividends/Other Transfers	0.0	0.0	0.0	0.0

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

<sup>19</sup> Project payroll costs are fully recovered from contractors and subcontractors. As such, BCIB's Contracted Services and Project Skilled Workforce line items are generally the same.

## Breakdown of Total Expenses

(\$m)	2021/22 Forecast	2022/23 Budget	2023/24 Plan	2024/25 Plan
<b>Total Expenses by Nature</b>				
Salaries & Benefits	75.3	235.3	308.2	255.8
Administration, IT and Other	1.5	3.6	3.6	3.9
Professional Services	1.4	2.6	3.2	3.2
Contractors	1.3	1.9	2.1	1.7
Facilities	0.9	1.0	1.3	1.4
<b>Total Expenses by Nature</b>	<b>80.4</b>	<b>244.4</b>	<b>318.4</b>	<b>266.0</b>

A majority of the Salaries & Benefits represents those employees that perform construction work on major infrastructure projects.

### Key Forecast Assumptions, Risks and Sensitivities

BCIB’s budget and forecast reflect the following assumptions:

- Project start dates, along with the project scope and budget, are key inputs into establishing workforce labour costs. Any changes to these inputs will impact Project Skilled Workforce costs and Contracted Services revenue.

### Management’s Perspective on the Financial Outlook

As a Crown corporation, BCIB is accountable to the public to be fiscally responsible. BCIB will remain financially stable by implementing operational efficiencies and controlling administrative costs. BCIB will streamline processes using data and technology, monitor performance against targets and work towards meeting annual financial metrics.

BCIB is not a capital-intensive organization and has no capital projects valued at more than \$50 million.

## **Appendix A: Additional Information**

### **Corporate Governance**

Details of BCIB’s corporate governance, including Board of Directors, governance principles and key accountabilities are available online:

[Our Leadership](#)

[Reporting and Resources](#)

### **Organizational Overview**

Details of BCIB’s mandate and culture are available online: [www.bcib.ca](http://www.bcib.ca)

## **Appendix C: Crown Mandate Letter from the Minister Responsible**



May 19, 2021  
486029

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

Dear David Miller:

On behalf of Premier Horgan and the Executive Council, I would like to extend my thanks to you and your board members for the dedication, expertise and skills with which you serve the people of British Columbia.

Every public sector organization is accountable to the citizens of British Columbia. The expectations of British Columbians are identified through their elected representatives, the members of the Legislative Assembly. Your contributions advance and protect the public interest of all British Columbians and through your work, you are supporting a society in which the people of this province can exercise their democratic rights, trust and feel protected by their public institutions.

You are serving British Columbians at a time when people in our province face significant challenges as a result of the global COVID-19 pandemic. Recovering from the pandemic will require focused direction, strong alignment and ongoing engagement between public sector organizations and government. It will require all Crowns to adapt to changing circumstances and follow Public Health orders and guidelines as you find ways to deliver your services to citizens.

This mandate letter, which I am sending in my capacity as Minister responsible for BC Infrastructure Benefits, on behalf of the Executive Council, communicates expectations for your organization. It sets out overarching principles relevant to the entire public sector and provides specific direction to BC Infrastructure Benefits about priorities and expectations for the coming fiscal year.

.../2

I expect that the following five foundational principles will inform your agency's policies and programs:

- **Putting people first:** We are committed to working with you to put people first. You and your board are uniquely positioned to advance and protect the public interest and I expect that you will consider how your board's decisions maintain, protect and enhance the public services people rely on and make life more affordable for everyone.
- **Lasting and meaningful reconciliation:** Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the *Declaration of the Rights of Indigenous Peoples Act* was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous peoples as they move towards self-determination. Guiding these efforts, Crown agencies must also remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.
- **Equity and anti-racism:** Our province's history, identity and strength are rooted in its diverse population. Yet racialized and marginalized people face historic and present-day barriers that limit their full participation in their communities, workplaces, government and their lives. The public sector has a moral and ethical responsibility to tackle systemic discrimination in all its forms – and every public sector organization has a role in this work. All Crowns are expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure equity is reflected in your operations and programs. Similarly, appointments resulting in strong public sector boards that reflect the diversity of British Columbia will help achieve effective and citizen-centred governance.
- **A better future through fighting climate change:** Announced in December 2018, the CleanBC climate action plan puts our province on the path to a cleaner, better future by building a low-carbon economy with new clean energy jobs and opportunities, protecting our clean air, land and water and supporting communities to prepare for carbon impacts. As part of the accountability framework established in CleanBC, and consistent with the *Climate Change Accountability Act*, please ensure your organization aligns operations with targets and strategies for minimizing greenhouse gas emissions and managing climate change risk, including the CleanBC target of a 50% reduction in public sector building emissions and a 40% reduction in public sector fleet emissions by 2030. Your organization is expected to work with government to report out on these plans and activities as required by legislation.

- **A strong, sustainable economy that works for everyone:** I expect that you will identify new and flexible ways to achieve your mandate and serve the citizens of British Columbia within the guidelines established by the Provincial Health Officer and considering best practices for conducting business during the pandemic. Collectively, our public sector will continue to support British Columbians through the pandemic and economic recovery by investing in health care, getting people back to work, helping businesses and communities, and building the clean, innovative economy of the future. As a public sector organization, I expect that you will consider how your decisions and operations reflect environmental, social and governance factors and contribute to this future.

The Crown Agencies and Board Resourcing Office, with the Ministry of Finance, will continue to support you and your board on recruitment and appointments as needed, and will be expanding professional development opportunities in 2021/22. This will include online training and information about provincial government initiatives to foster engaged and informed boards.

As the Minister Responsible for BC Infrastructure Benefits, I expect that you will make substantive progress on the following priorities and incorporate them in the goals, objectives and performance measures in your 2021/22 Service Plan:

- Continue to mobilize and grow a diverse, safe and skilled workforce through outreach to local communities, indigenous communities and under-represented groups. Ensure the development and tracking of apprenticeship participation and completion rates by working with the Industry Training Authority to enable a supported workforce pathway.
- Continue to partner in the successful delivery of CBA public infrastructure projects by enabling informed and competitive bids on projects to ensure Community Benefits Agreements are implemented. Through successful working partnerships with proponents and project teams, projects under the CBA will continue to create jobs with priority hiring for local, Indigenous, women and other underrepresented groups.
- Identify strengths and opportunities to optimize business processes to deliver on its mandate and government's objectives for the organization and to ensure alignment and implementation of the recommendations from the operational review.

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

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

Sincerely,



Selina Robinson  
Minister of Finance



David Miller, Chair  
BC Infrastructure Benefits



Anita Atwal, Board Member  
BC Infrastructure Benefits



Michael Bonshor, Board Member  
BC Infrastructure Benefits



Cynthia Morton, Board Member  
BC Infrastructure Benefits



Gary Kroeker, Board Member  
BC Infrastructure Benefits

cc: See Attached Distribution List:

Distribution List:

cc: Honourable John Horgan  
Premier

Lori Wanamaker  
Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service

Heather Wood  
Deputy Minister and Secretary to Treasury Board  
Ministry of Finance

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

David Miller  
Chair  
BC Infrastructure Benefits Inc.

Anita Atwal  
Director  
BC Infrastructure Benefits Inc.

Gary Kroeker  
Director  
BC Infrastructure Benefits Inc.

Michael Bonshor  
Director  
BC Infrastructure Benefits Inc.

Cynthia Morton  
Director  
BC Infrastructure Benefits Inc.

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