

## Statement of Management Responsibility

The financial statements of Infrastructure BC Inc. for the year ended March 31, 2023, have been prepared by management in accordance with Canadian Public Sector Accounting Standards. These financial statements present fairly the financial position of Infrastructure BC Inc. as at March 31, 2023.

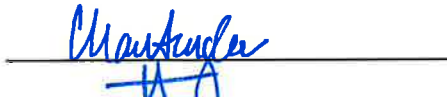
Management is responsible for the preparation of the financial statements and has established a system for internal controls to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and financial records provide reliable information for the preparation of the financial statements.

The Board of Directors carries out its responsibility for the review of financial statements. The Board meets with management and the external auditor to discuss the results of audit examinations and financial reporting matters. The external auditor has full access to the Board.

BDO Canada LLP has performed an independent audit of the financial statements of Infrastructure BC Inc. The Independent Auditor's Report outlines the scope of their examination and expresses an opinion on statements of Infrastructure BC Inc.



Mark Liedemann  
President and Chief Executive Officer  
Infrastructure BC Inc.



Chan-Seng Lee, CPA, CA  
Vice President, Finance and Administration  
Infrastructure BC Inc.



Tel: 604 688 5421  
Fax: 604 688 5132  
vancouver@bdo.ca  
www.bdo.ca

BDO Canada LLP  
Unit 1100 - Royal Centre  
1055 West Georgia Street  
Vancouver BC V6E 3P3 Canada

---

## Independent Auditor's Report

---

To the Board of Directors and Shareholder of Infrastructure BC Inc.

### Opinion

We have audited the financial statements of Infrastructure BC Inc. (the "Organization") which comprise the Statement of Financial Position as of March 31, 2023 and the Statements of Operations, Changes in Net Financial Assets, and Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the Organization's financial statements present fairly, in all material respects, the financial position of the Organization as of March 31, 2023 and its results of operations, changes in net financial assets, and cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### 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 Auditor's Responsibilities for the Audit of the Financial Statements section of this report. We are independent of the Organization 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.

### Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### 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, 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 Organization'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 Organization, or to cease operations, or has no realistic alternative but to do so.

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



## Auditor's 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 auditor's 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 Organization'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 Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's 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 auditor's report. However future events or conditions may cause the Organization 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.

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.

*BDO Canada LLP*

Chartered Professional Accountants

Vancouver, British Columbia  
June 5, 2023

**Infrastructure BC Inc.**  
**Statement of Financial Position**  
**As at March 31, 2023 and 2022**

|   | <b>March 31,<br/>2023</b> | <b>March 31,<br/>2022</b> |
|---|---------------------------|---------------------------|
| <b>Financial assets</b>                         |                           |                           |
| Cash and cash equivalents                       | \$ 18,573,005             | \$ 17,420,010             |
| Accounts receivable (Note 3)                    | 2,713,996                 | 2,842,515                 |
| <b>Total Financial Assets</b>                   | <b>21,287,001</b>         | <b>20,262,525</b>         |
| <b>Liabilities</b>                              |                           |                           |
| Accounts payable & accrued liabilities (Note 4) | 1,146,608                 | 1,088,326                 |
| Deferred revenue                                | 50,320                    | -                         |
| Deferred lease inducement                       | 51,900                    | 94,406                    |
| <b>Total Liabilities</b>                        | <b>1,248,828</b>          | <b>1,182,732</b>          |
| <b>Net financial assets</b>                     | <b>20,038,173</b>         | <b>19,079,793</b>         |
| <b>Non-financial assets</b>                     |                           |                           |
| Prepaid expenses                                | 109,202                   | 65,668                    |
| Tangible capital assets (Note 6)                | 219,645                   | 285,500                   |
| <b>Total Non-financial Assets</b>               | <b>328,847</b>            | <b>351,168</b>            |
| <b>Accumulated surplus</b>                      | <b>\$ 20,367,020</b>      | <b>\$ 19,430,961</b>      |
| Accumulated surplus is comprised of:            |                           |                           |
| Accumulated surplus                             | \$ 20,367,018             | \$ 19,430,959             |
| Share capital (Note 7)                          | 2                         | 2                         |
|   | <b>\$ 20,367,020</b>      | <b>\$ 19,430,961</b>      |

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

**APPROVED ON BEHALF OF THE BOARD**

  
D. Hayden, Chair

  
S. Dujmovic, Director

**Infrastructure BC Inc.**  
**Statement of Operations**  
**For the Years Ended March 31, 2023 and 2022**

|   | <b>Budget</b>        | <b>March 31,</b>     | <b>March 31,</b>     |
|---|----------------------|----------------------|----------------------|
|   | (Note 11)            | <b>2023</b>          | <b>2022</b>          |
| <b>Revenue</b>                                |                      |                      |                      |
| Consulting fees                               | \$ 10,295,320        | \$ 9,189,731         | \$ 8,016,024         |
| Interest income                               | 168,000              | 675,163              | 179,625              |
| <b>Total Revenues</b>                         | <b>10,463,320</b>    | <b>9,864,894</b>     | <b>8,195,649</b>     |
| <b>Expenses</b>                               |                      |                      |                      |
| Administration                                | 243,400              | 274,653              | 181,360              |
| Amortization of tangible capital assets       | 159,977              | 164,601              | 175,646              |
| Building occupancy                            | 525,052              | 530,677              | 506,050              |
| Human resources                               | 7,769,770            | 7,179,090            | 6,453,671            |
| Information systems                           | 275,500              | 297,073              | 265,614              |
| Professional services                         | 751,000              | 344,331              | 453,497              |
| Travel  | 125,000              | 138,410              | 15,097               |
| <b>Total Expenses</b>                         | <b>9,849,699</b>     | <b>8,928,835</b>     | <b>8,050,935</b>     |
| <b>Reimbursable costs</b>                     |                      |                      |                      |
| Project recoveries                            | 1,890,000            | 2,601,310            | 2,078,526            |
| Less: Project expenses                        | (1,890,000)          | (2,601,310)          | (2,078,526)          |
| <b>Net reimbursable costs</b>                 | <b>-</b>             | <b>-</b>             | <b>-</b>             |
| <b>Annual surplus</b>                         | <b>613,621</b>       | <b>936,059</b>       | <b>144,714</b>       |
| <b>Accumulated surplus, beginning of year</b> | <b>19,430,959</b>    | <b>19,430,959</b>    | <b>19,286,245</b>    |
| <b>Accumulated surplus, end of year</b>       | <b>\$ 20,044,580</b> | <b>\$ 20,367,018</b> | <b>\$ 19,430,959</b> |

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

**Infrastructure BC Inc.**  
**Statement of Changes in Net Financial Assets**  
**For the Years Ended March 31, 2023 and 2022**

|  | <b>Budget</b>        | <b>March 31,</b>    | <b>March 31,</b>     |
|--|----------------------|---------------------|----------------------|
|  | <b>(Note 11)</b>     | <b>2023</b>         | <b>2022</b>          |
| Annual surplus                                       | \$ 613,621           | \$ 936,059          | \$ 144,714           |
| Acquisition of tangible capital assets               | (52,000)             | (98,746)            | (14,645)             |
| Amortization of tangible capital assets              | 159,977              | 164,601             | 175,646              |
|  | <u>107,977</u>       | <u>65,855</u>       | <u>161,001</u>       |
| Additions to prepaid expenses                        | -                    | (167,309)           | (80,152)             |
| Use of prepaid expenses                              | -                    | 123,775             | 89,367               |
|  | <u>-</u>             | <u>(43,534)</u>     | <u>9,215</u>         |
| <b>Increase in net financial assets for the year</b> | <b>721,598</b>       | <b>958,380</b>      | <b>314,930</b>       |
| <b>Net financial assets, beginning of year</b>       | <b>19,079,793</b>    | <b>19,079,793</b>   | <b>18,764,863</b>    |
| <b>Net financial assets, end of year</b>             | <b>\$ 19,801,391</b> | <b>\$20,038,173</b> | <b>\$ 19,079,793</b> |

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

**Infrastructure BC Inc.**  
**Statement of Cash Flows**  
**For the Years Ended March 31, 2023 and 2022**

|   | <b>March 31,<br/>2023</b> | <b>March 31,<br/>2022</b> |
|---|---------------------------|---------------------------|
| <b>Operating transactions</b>                       |                           |                           |
| Annual surplus                                      | \$ 936,059                | \$ 144,714                |
| Non-cash item included in surplus:                  |                           |                           |
| Amortization of tangible capital assets             | 164,601                   | 175,646                   |
| Amortization of deferred lease inducement           | (42,506)                  | (29,571)                  |
|   | <u>1,058,154</u>          | <u>290,789</u>            |
| <b>Changes in non-cash operating balances</b>       |                           |                           |
| Accounts receivable                                 | 128,519                   | (1,028,249)               |
| Prepaid expenses                                    | (43,534)                  | 9,215                     |
| Deferred revenue                                    | 50,320                    | -                         |
| Accounts payable and accrued liabilities            | 58,282                    | (83,221)                  |
|   | <u>193,587</u>            | <u>(1,102,255)</u>        |
| <b>Cash provided by (used in) operations</b>        | <u>1,251,741</u>          | <u>(811,466)</u>          |
| <b>Capital transactions</b>                         |                           |                           |
| Purchase of tangible capital assets                 | (98,746)                  | (14,645)                  |
|   | <u>(98,746)</u>           | <u>(14,645)</u>           |
| <b>Net increase (decrease) in cash for the year</b> | 1,152,995                 | (826,111)                 |
| <b>Cash and cash equivalents, beginning of year</b> | <u>17,420,010</u>         | <u>18,246,121</u>         |
| <b>Cash and cash equivalents, end of year</b>       | <u>\$ 18,573,005</u>      | <u>\$ 17,420,010</u>      |

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

**Infrastructure BC Inc.**  
**Notes to Financial Statements**  
**For the Years Ended March 31, 2023 and 2022**

**1. Nature of Operations**

Infrastructure BC Inc. (“Infrastructure BC” or the “Organization”) is a company owned by the Province of British Columbia (the “Province”) and is governed by a Board of Directors reporting to its sole Shareholder; the Minister of Finance. The Organization was incorporated under the British Columbia Business Corporations Act in May 2002 as Partnerships British Columbia Inc. and changed its corporate name to Infrastructure BC in August 2020. It has two issued shares, both of which are held by the Minister of Finance.

The Organization’s vision is to improve people’s lives and communities through infrastructure with a mandate to work with owners to deliver complex public infrastructure in an evolving world. Infrastructure BC provides a variety of consulting services to public sector agencies wishing to explore innovative options for building and managing public infrastructure such as highways, bridges, hospitals, public transit and accommodations facilities.

The Organization’s core business is to:

- Provide specialized services in the procurement of major public projects, ranging from advice to business cases, procurement management, and implementation.
- Provide advice on partnership project management, deal structure, risk management, procurement, and the selection and engagement of consultants.
- Foster a positive business and policy environment for successful projects and related activities by continually expanding British Columbia’s and other jurisdictions’ base of knowledge, understanding and expertise in these areas.
- Manage an efficient and leading edge organization that meets or exceeds performance expectations.

The Organization’s clients are public sector agencies, including ministries, Crown corporations, local and statutory authorities in British Columbia and other Provinces, and local governments. To serve these clients effectively, Infrastructure BC is also working to build strong relationships with private sector partners such as businesses operating in the infrastructure sector, and legal, financial and other advisors.

Infrastructure BC is exempt from income taxes under the *Income Tax Act*.



**Infrastructure BC Inc.**  
**Notes to Financial Statements**  
**For the Years Ended March 31, 2023 and 2022**

**2. Summary of Significant Accounting Policies**

**a. Basis of accounting**

These financial statements are prepared by management in accordance with Canadian Public Sector Accounting Standards ("PSAS") using guidelines developed by the Public Sector Accounting Board.

**b. Cash and cash equivalents**

Cash equivalents include deposits held in the Ministry of Finance's Central Deposit Program which are recorded at cost plus accrued interest. These deposits earn interest at the prime lending rate of the principal banker to the Province of BC minus 1.5%.

**c. Employee future benefits**

The employees of Infrastructure BC belong to the Public Service Pension Plan (the "Plan"), which is a multi-employer joint trustee plan. This Plan is a defined benefit plan, providing a pension on retirement based on the member's age at retirement, length of service, and highest earnings averaged over five years. Inflation adjustments and the provision of post-retirement health benefits are contingent upon available funding.

The joint Board of Trustees of the Plan determines the required Plan contributions every three years.

The contributions made by Infrastructure BC to the Plan are recorded as an expense for the year.

**d. Tangible capital assets**

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition.

The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over their estimated useful lives as follows:

**Infrastructure BC Inc.**  
**Notes to Financial Statements**  
**For the Years Ended March 31, 2023 and 2022**

**2. Summary of Significant Accounting Policies (continued)**

**d. Tangible capital assets (continued)**

- Computer software 2 years
- Computer hardware 3 years
- Furniture and equipment 5 years
- Leasehold improvements Lease term

Tangible capital assets are written down when conditions indicate that they no longer contribute to Infrastructure BC's ability to provide services.

**e. Prepaid expenses**

Prepaid expenses, which are primarily comprised of annual insurance premiums, deposits and future travel costs, are recognized as expenses over the periods in which the goods are consumed or the services are received.

**f. Deferred lease inducement**

Deferred lease inducement consists of reimbursement of leasehold improvement costs from the lessor. This inducement is deferred and recognized as a reduction to building occupancy expense on a straight-line basis over the term of the lease.

**g. Revenue recognition**

Revenues are recognized on an accrual basis in the period in which the transactions or events occurred that gave rise to the revenues. Revenues are recognized as the consulting services are provided and collection is reasonably assured. Project recoveries are recognized when services are performed or when costs are incurred and collection is reasonably assured.

Payments received in advance of the fee being earned or the service being performed is deferred and recognized when the fee is earned or the service performed.

**Infrastructure BC Inc.**  
**Notes to Financial Statements**  
**For the Years Ended March 31, 2023 and 2022**

**2. Summary of Significant Accounting Policies (continued)**

**h. Expenses**

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year is expensed.

Reimbursable project expenses are expensed when services are performed or when costs are incurred.

**i. Measurement uncertainty**

The preparation of financial statements in conformity with PSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the useful life of tangible capital assets, estimated employee benefits, collection of accounts receivable and the impairment of tangible capital assets.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from these estimates.

**j. Related party transactions**

A related party disclosure is presented when the following criteria are met:

- A related party exists,
- A transaction occurs between related parties,
- The transaction occurred at a value different from that which would have been arrived at if the parties were unrelated, and
- The transaction has a material financial effect.

Infrastructure BC is related through common ownership to the Province of British Columbia's government ministries, agencies, and Crown corporations (the "Provincial Government"), and these organizations represent the majority of Infrastructure BC's clients. All transactions with Provincial Government entities take place on regular commercial terms.

**Infrastructure BC Inc.**  
**Notes to Financial Statements**  
**For the Years Ended March 31, 2023 and 2022**

**3. Accounts Receivable**

|                     | <b>March 31,<br/>2023</b> | <b>March 31,<br/>2022</b> |
|---------------------|---------------------------|---------------------------|
| Revenues receivable | \$ 2,702,658              | \$ 2,840,798              |
| Accrued interest    | 11,338                    | 1,717                     |
|                     | <b>\$ 2,713,996</b>       | <b>\$ 2,842,515</b>       |

There was no provision for doubtful accounts required as at March 31, 2023 and 2022.

The revenues receivable are primarily due from the Provincial Government and entities controlled by the Provincial Government.

**4. Accounts Payable and Accrued Liabilities**

|   | <b>March 31,<br/>2023</b> | <b>March 31,<br/>2022</b> |
|---|---------------------------|---------------------------|
| Accounts payables and accrued liabilities | \$ 746,558                | \$ 704,638                |
| Salaries and benefits                     | 150,960                   | 162,465                   |
| Accrued vacation                          | 249,090                   | 221,223                   |
|   | <b>\$ 1,146,608</b>       | <b>\$ 1,088,326</b>       |

**Infrastructure BC Inc.**  
**Notes to Financial Statements**  
**For the Years Ended March 31, 2023 and 2022**

**5. Employee Future Benefits**

Infrastructure BC and its employees contribute to the Plan in accordance with the Public Sector Pension Plan Act. BC Pension Corporation administers the Plan, including payment of pension benefits to employees to whom the act applies. The Public Service Pension Plan is a multi-employer, defined benefit plan. As such, no pension liability for this type of plan is included in the financial statements.

The Plan provides defined pension benefits to employees based on their length of service and salary. The maximum contribution rate for eligible employees was 8.35% (2022: 8.35%). During the year ended March 31, 2023, Infrastructure BC contributed \$564,849 (2022: \$509,927) to the Plan. These contributions are the Organization's pension expense which is included under human resources expense.

Every three years, an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of Plan funding. The latest valuation as at March 31, 2020 showed that the Plan had a surplus of \$2.7 billion and is 109.6 percent funded as it had assets of \$30.5 billion and liabilities of \$27.8 billion. The next valuation will be as at March 31, 2023 with results available by the end of 2023.

**Infrastructure BC Inc.**  
**Notes to Financial Statements**  
**For the Years Ended March 31, 2023 and 2022**

**6. Tangible Capital Assets**

|                                 | Computer<br>software | Computer<br>hardware | Furniture<br>and<br>equipment | Leasehold<br>improvements | 2023<br>Total     |
|---------------------------------|----------------------|----------------------|-------------------------------|---------------------------|-------------------|
| <b>Cost</b>                     |                      |                      |                               |                           |                   |
| Opening Balance                 | \$ 87,177            | \$ 629,074           | \$ 291,728                    | \$ 893,434                | \$ 1,901,413      |
| Additions                       | -                    | 72,239               | 26,507                        | -                         | 98,746            |
| Closing Balance                 | 87,177               | 701,313              | 318,235                       | 893,434                   | 2,000,159         |
| <b>Accumulated Amortization</b> |                      |                      |                               |                           |                   |
| Opening Balance                 | 87,177               | 563,030              | 223,227                       | 742,479                   | 1,615,913         |
| Amortization                    | -                    | 49,657               | 30,632                        | 84,312                    | 164,601           |
| Closing Balance                 | 87,177               | 612,687              | 253,859                       | 826,791                   | 1,780,514         |
| <b>Net book value</b>           | <b>\$ -</b>          | <b>\$ 88,626</b>     | <b>\$ 64,376</b>              | <b>\$ 66,643</b>          | <b>\$ 219,645</b> |

|                                 | Computer<br>software | Computer<br>hardware | Furniture<br>and<br>equipment | Leasehold<br>improvements | 2022<br>Total     |
|---------------------------------|----------------------|----------------------|-------------------------------|---------------------------|-------------------|
| <b>Cost</b>                     |                      |                      |                               |                           |                   |
| Opening Balance                 | \$ 87,177            | \$ 629,074           | \$ 277,083                    | \$ 893,434                | \$ 1,886,768      |
| Additions                       | -                    | -                    | 14,645                        | -                         | 14,645            |
| Closing Balance                 | 87,177               | 629,074              | 291,728                       | 893,434                   | 1,901,413         |
| <b>Accumulated Amortization</b> |                      |                      |                               |                           |                   |
| Opening Balance                 | 87,177               | 499,737              | 195,186                       | 658,167                   | 1,440,267         |
| Amortization                    | -                    | 63,293               | 28,041                        | 84,312                    | 175,646           |
| Closing Balance                 | 87,177               | 563,030              | 223,227                       | 742,479                   | 1,615,913         |
| <b>Net book value</b>           | <b>\$ -</b>          | <b>\$ 66,044</b>     | <b>\$ 68,501</b>              | <b>\$ 150,955</b>         | <b>\$ 285,500</b> |

**7. Share Capital**

The authorized share capital is 5,000,000 common shares at no par value. There are two issued shares that are held by the Minister of Finance.

**Infrastructure BC Inc.**  
**Notes to Financial Statements**  
**For the Years Ended March 31, 2023 and 2022**

**8. Expenses by Object**

The entity is a sole purpose organization and therefore does not report by function and does not provide segmented information.

**9. Contractual Obligations**

The Organization is committed to payments under operating leases for premises through 2026/27 as follows:

| <b>Year</b> | <b>Amount</b>       |
|-------------|---------------------|
| 2024        | \$ 551,359          |
| 2025        | 234,176             |
| 2026        | 243,405             |
| 2027        | 104,774             |
|             | <u>\$ 1,133,714</u> |

The Organization's Vancouver and Victoria office leases are scheduled to expire on February 28, 2024 and August 31, 2023, respectively. Subsequent to year-end, the Victoria office lease has been renewed for an additional 3-year term.

**10. Risk Management**

**a. Fair value of financial instruments**

The fair value of a financial instrument is the estimated amount that the Organization would receive or pay to settle a financial asset or financial liability as at the reporting date.

The fair values of accounts receivable, and accounts payable approximate their costs given their short-term maturities.

**b. Financial management risk objectives and policies**

In the normal course of business, the Organization is exposed to financial risks that have the potential to negatively impact its financial performance. These risks may include credit risk, liquidity risk, interest rate risk, and other price risk. The Organization's exposure to market and fair value risks has been minimized by keeping its investments in the Ministry of Finance's Central Deposit Program, which

**Infrastructure BC Inc.**  
**Notes to Financial Statements**  
**For the Years Ended March 31, 2023 and 2022**

**10. Risk Management (continued)**

**b. Financial management risk objectives and policies (continued)**

has an equivalent risk profile to deposits at commercial banks and does not fluctuate in value based on market factors. It therefore does not expose the Organization to any market or value risk. There have been no changes to the risks the Organization is exposed to from the prior year.

**c. General objectives, policies and processes**

The Audit and Risk Management Committee has overall responsibility for the determination of the Organization's risk management objectives and policies.

The Audit and Risk Management Committee has delegated the authority to ensure effective implementation of the objectives and policies of the Organization to the Chief Executive Officer (CEO) and Senior Management Team. The Audit and Risk Management Committee and Board of Directors receives quarterly reporting from the CEO and Senior Management to ensure all processes and policies put in place are effectively meeting the objectives of the Organization.

There have been no changes in the objectives, policies and processes for managing risk from the prior year.

**d. Credit risk**

Credit risk is the risk that the Organization's counterparties will fail to meet their financial obligations to the Organization, causing a financial loss.

Accounts receivable arise primarily as a result of consulting work to governments, ministries, agencies and Crown corporations, therefore, collection risk is low. The Organization does not consider its exposure to credit risk to be material.



**Infrastructure BC Inc.**  
**Notes to Financial Statements**  
**For the Years Ended March 31, 2023 and 2022**

**10. Risk Management (continued)**

e. **Liquidity risk**

Liquidity risk is the risk that the Organization may be unable to generate or obtain sufficient cash in a timely and cost-effective manner to meet its commitments as they come due.

The Organization has in place a planning, budgeting and forecasting process to help determine the funds required to support the Organization's normal operating requirements. The Organization's annual Service Plan and budget are approved by the Board of Directors. The Organization also provides a quarterly revenue forecast to the Audit and Risk Management Committee.

**11. Budgeted Figures**

Budgeted figures have been provided for comparison purposes and have been derived from the budget approved by the Board of Directors on January 20, 2022. These budgeted figures were included in the Organization's 2022/23 – 2024/25 Service Plan.