

**To:**

*The Honourable Premier of British Columbia, David Eby  
The Honourable Minister of Housing and Municipal Affairs of British Columbia, Christine Boyle  
The Honourable Minister of Infrastructure of British Columbia, Bowinn Ma  
The Honourable Minister of Health of British Columbia, Josie Osborne  
The Honourable Minister of Citizens' Services of British Columbia, Diana Gibson  
The Honourable Minister of Finance of British Columbia, Brenda Bailey*

**CC:**

*The Honourable Minister of Housing and Infrastructure of Canada, Gregor Robertson*

The BC Digital Delivery Alliance calls on the Government of British Columbia to require digital delivery on all publicly funded construction projects, with a phased rollout, clear standards, and transparent reporting. With more than 40,000 new homes needed in Vancouver alone<sup>1</sup> and \$45.9 billion in capital investments planned for health care, transit, and schools,<sup>2</sup> BC must deliver this record program on time and on budget. At the same time, the province faces a \$9.1 billion deficit<sup>3</sup>, schedule risk<sup>4</sup> in major projects, and binding climate commitments to reduce emissions 40 percent by 2030.<sup>5</sup> Meeting these challenges requires the systemic integration of contemporary digital practices and modernized delivery and information systems to realize quantifiable gains that enable certainty, efficiency, and accountability across the entire portfolio of public projects.

Meeting these challenges, alongside growing expectations for transparency, creates urgency to modernize delivery and information practices. We believe a standardized digital delivery approach will help address these issues, enabling potential gains including higher productivity, lower costs, shorter durations, better collaboration, waste reduction and fewer errors.<sup>6</sup>

## **Digital Delivery Standard**

With a digital delivery standard, the aim is to run a project on shared live information so changes are visible in real time and owners receive structured data for operations, which can reduce surprises and improve accountability. Making digital delivery the default in public projects can prompt project specific strategies, generate trustworthy data, and enable earlier intervention and faster feedback loops that can raise cost and schedule certainty at project and portfolio levels. Furthermore, shared reliable information will support clearer permits, more competitive tendering, better logistics, safer operations, smoother commissioning, and stronger foundations for asset management, especially for essential facilities.

## The Opportunity for British Columbia

For BC, reliable project data can stimulate jobs and growth, build institutional knowledge in public agencies, support SMEs and startups, expand digital roles in AEC firms, and enable prototyping, prefabrication, modular delivery, AI, and advanced manufacturing across adjacent sectors. Additionally, because the built environment accounts for almost 40% of global energy related emissions,<sup>7</sup> a standardized digital delivery requirement can support BC's climate goals by enabling credible lifecycle assessments and better planning of renovations and retrofits. Furthermore, large provincial and federal program commitments and housing targets<sup>8,9</sup> increase pressure on timelines, budgets, and accountability, which can be met through digital delivery and data driven management supported by BC talent and an expanding wood sector.

Global peers have already begun moving in this direction. Countries such as the UK<sup>10</sup>, Germany<sup>11</sup>, Spain<sup>12</sup>, Norway<sup>13</sup>, and Singapore<sup>14</sup>, to name a few, are implementing digital delivery mandates through public procurement and client requirements, which can strengthen the case for BC to act now. Although BC's AEC<sup>15</sup> industry has already delivered disciplined digital execution under existing procurements, inconsistent demand signals and operational frameworks still limit progress, as identified by research.<sup>16</sup> In this regard, the BC Digital Delivery Alliance can provide practical support and shared resources to develop and roll out a proportionate digital delivery standard for public projects that aligns expectations and turns isolated successes into standard practice.

## Core Principles of the Standard

While the detailed content of a digital delivery standard would be set later through expert collaboration, its core principles should focus on digitizing processes based on project needs, not software choices or the volume of deliverables. It should give clear guidance on owner information requirements, the use of a project level common data environment, and a BIM execution plan that entails common processes for information management and shared definitions and classifications to ensure consistency, support shared workflows, enable traceability, and provide an audit trail.

We propose that the province lead and enable this initiative, with the BC Digital Delivery Alliance providing support by offering guidance, templates, quality controls, KPIs, training, advisory capacity, pilots, and knowledge transfer, all applied proportionately and improved over time. At this point, the Alliance does not seek new provincial funding and aims to pursue existing programs to finance this work.

## Implementation Strategy

The implementation strategy should follow a PDCA (Plan-Do-Check-Adjust) approach to internalize continuous review and improvement in the implementation of the mandate. We

propose a four-year implementation strategy. In the first year, the first version of BC's digital delivery standard for public projects will be developed collaboratively between the Province and the Alliance. In the second year, the standard will be applied to targeted pilot projects. The application should be enforced at the start of procurement of each project by embedding the requirements into the first RFQs and RFPs with clear qualifications and scoring tied to digital capacity, giving owners a way to assess skills, processes, and governance.



### Developing Digital Delivery Standard

Gov. & Alliance collaboratively develop a standard for digital delivery that sets proportionate requirements by project type and scale and delivers a rollout plan for strategic implementation.



### Proportionate Rollout & Pilots

Apply the framework to selected high value and high risk projects, then review the plan and update the rollout to complete a PDCA cycle.



### Expansion to Priority & Complex Projects

Extend the framework to all high value, high risk, and complex projects, followed by another review and updated rollout.



### Full Coverage & Annual Updates

Cover all projects and institute annual reviews and updates thereafter.

In year three, the plan should be extended to priority projects and complex buildings (Part 3), followed by full coverage that includes simple buildings (Part 9) from year four onward. The digital delivery standards should remain adaptive by undergoing annual reviews and updates. To achieve this, the standard should entail project-level KPIs and quarterly reporting on data completeness and timeliness, quality, reduction of rework, and handover readiness. These should be supported by simple dashboards, periodic independent reviews, and evidence-based adjustments.

## Next Steps

To initiate implementation without delay, we request that your ministry kindly appoint a senior liaison to work with the BC Digital Delivery Alliance. This liaison will meet with the Alliance on a regular schedule to coordinate scope within their portfolios, confirm immediate next steps, and report progress to the Minister, enabling commencement of year one at the earliest opportunity.

## References

1. For instance according to Federal Budget 2024, more than 40k homes are needed in Vancouver, 16.5 in Surrey, 12k in Burnaby, 16k in Victoria area, and 20k in Kelowna: <https://budget.canada.ca/2024/report-rapport/chap1-en.html>
2. BC plans to invest \$45.9 billion in taxpayer-supported capital investments over three years (starting 2025), including \$15.9 billion to strengthen transit and transportation infrastructure, \$15.5 billion to support capital investments in health care and \$4.6 billion to build, renovate and seismically upgrade schools: <https://www.bcbudget.gov.bc.ca/2025/fiscal-plan.htm>
3. BC's Budget for 2025 shows a \$9.1B deficit in 2024–25: <https://www.bcbudget.gov.bc.ca/2025/fiscal-plan.htm>
4. Prominent examples are the Pattullo Bridge and Metro Vancouver's North Shore Wastewater Plant
5. BC targets reducing GHG emissions 40% by 2030, 60% by 2040, % by 2050 vs. 2007: <https://www2.gov.bc.ca/gov/content/environment/climate-change/planning-and-action>
6. <https://www.csagroup.org/wp-content/uploads/CSA-Group-Research-Digital-Transformation-in-the-Canadian-Built-Asset-Industry.pdf>
7. <https://worldgbc.org/climate-action/embodied-carbon/>
8. <https://www.bcbudget.gov.bc.ca/2025/fiscal-plan.htm>
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