

# LEVELLING UP

ENHANCING PUBLIC SECTOR ORGANIZATIONS' ABILITY TO DELIVER CLIMATE, AFFORDABILITY, AND ECONOMIC DEVELOPMENT OUTCOMES

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JULY 2025

# BACKGROUND

- **Author:** George P.R. Benson — BC Climate Solutions Council member 2022-2024; involved in BC climate policy for over a decade
- **Research Assistants:** Tessa Angelis and Ashley Kelsey, former BC Council for International Cooperation (BCCIC) volunteers
- **Methods:** Conducted review of crown corporations' mandate letters, service plans, and Climate Change Accountability Reports (CCAR) over summer of 2024 and early 2025.



**29 CROWN CORPORATIONS**

**87 PLANS AND REPORTS**

**THREE INSIGHTS**

**THREE SOLUTIONS**

# THREE INSIGHTS

While there is much, and sometimes leading, activity on climate change among BC's crown corporations, significant challenges are also present, including:

- 1. Lack of prioritization, differentiated responsibilities, and coordination** are holding crown corporations back from maximally effective action, both on climate and within their core responsibilities.
- 2. BC Crown corporations (and government more generally) do not use a common set of assumptions, data, or scenarios about climate risks and opportunities** in shaping their "operating environment."
- 3. No crown corporation has achieved full integration of climate-related goals, targets, and performance measures**, especially when it comes to climate change risks and adaptation.

# THREE SOLUTIONS

To improve performance and scale impact, BC needs to:

- 1. Prioritize, differentiate, and precisely identify the climate action roles and responsibilities of public sector entities** (and their appointed boards); and create new, publicly accessible coordination fora (e.g., a BC “Conference of Parties”).
- 2. Co-develop and mandate the use of common assumptions and scenarios** from which coordinated responses across PSOs can be developed, and reapportion existing resources and tools, especially offsets, to maximize resource efficiency.
- 3. Reimagine the CCARs to include both internal and external considerations; combine disparate public datasets into coherent, scalable informational tools** (e.g., digital twins) to enhance coordinated action across government.

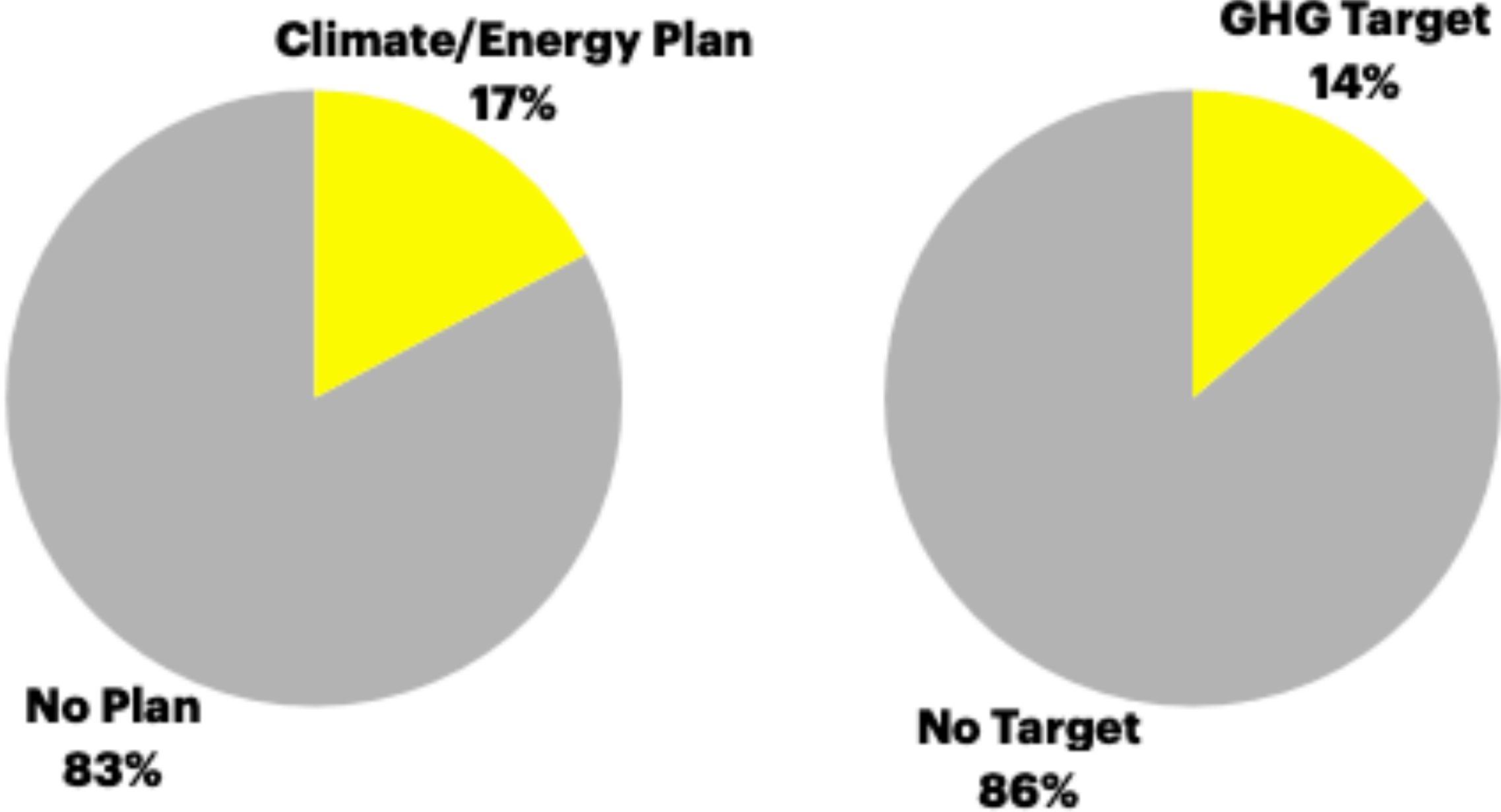


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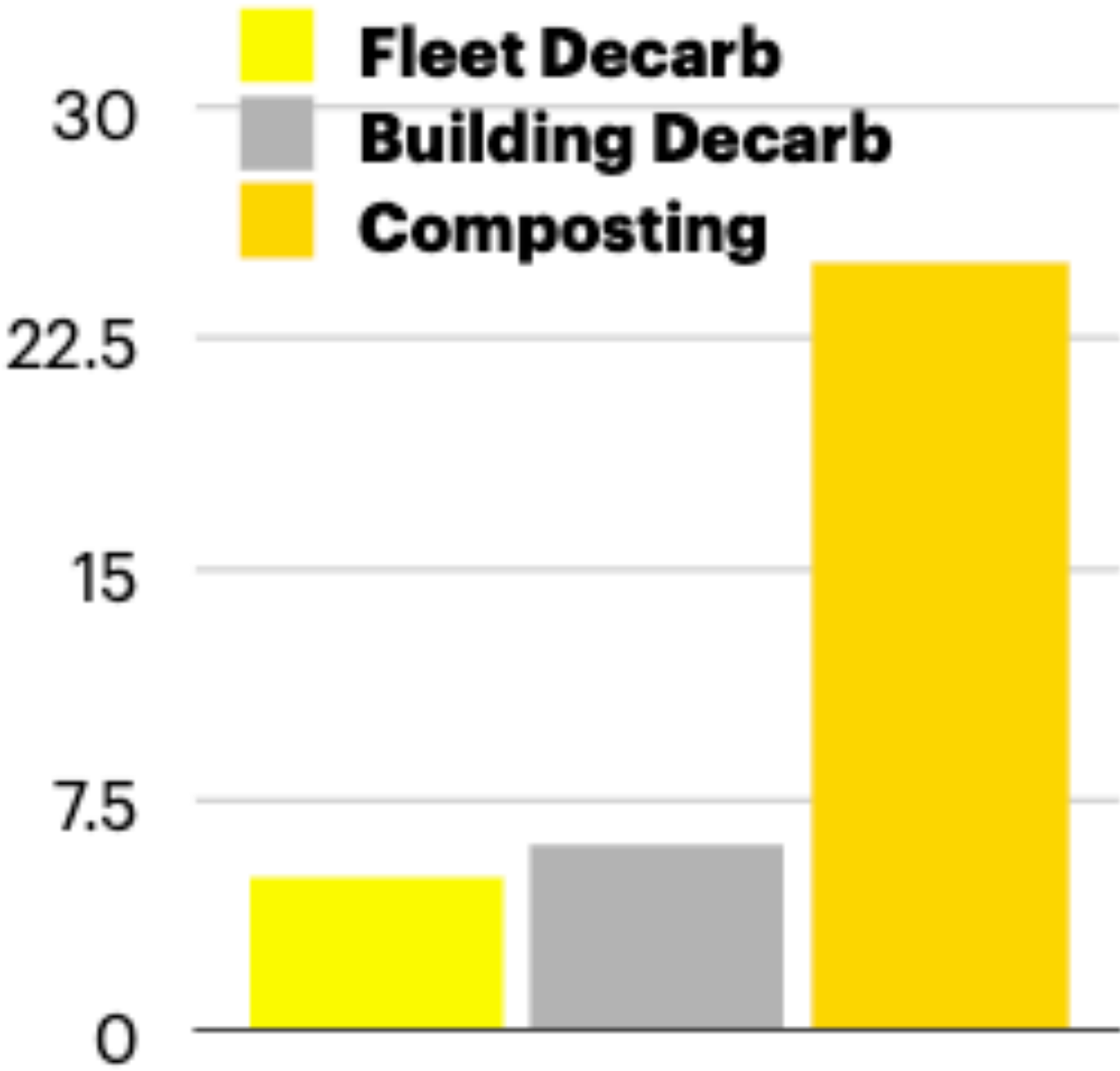
# SUMMARY OF '23/24 SERVICE PLAN CONTENT

Section	Climate Change included	Example Content
Operating Environment	15	<b>BC Hydro:</b> “We know we can make a significant positive impact on climate change and the environment by supporting the reduction of greenhouse gas (GHG) emissions. BC Hydro will support the Province’s <i>CleanBC</i> Roadmap to 2030, which commits to reduce climate pollution and build a cleaner, stronger economy for people throughout BC The <i>CleanBC</i> Roadmap to 2030 focuses on energy efficiency and draws on BC’s abundant supply of clean and affordable hydroelectric power as an alternative to fossil fuels to reduce GHG emissions.”
Objectives (Mitigation)	4	<b>BC Housing:</b> “Objective 6.1: Advance the development of healthy, sustainable, low- carbon, resilient and innovative buildings”
Objectives (Adaptation)	7	<b>BC Financial Services Authority:</b> “Objective 1.1: managing risk - "BCFSA will focus on the key risks including credit, market, and operational risk such as interest rates and climate change"
Targets (Mitigation)	4	<b>BC Housing:</b> measured in GHG’s percent reduction from 2010 levels: 20-25% in 2023/24, 25-30% in 2024/25, 30-35% in 2025/26
Targets (Adaptation)	0	N/A

# SUMMARY OF '23 CCAR CONTENT



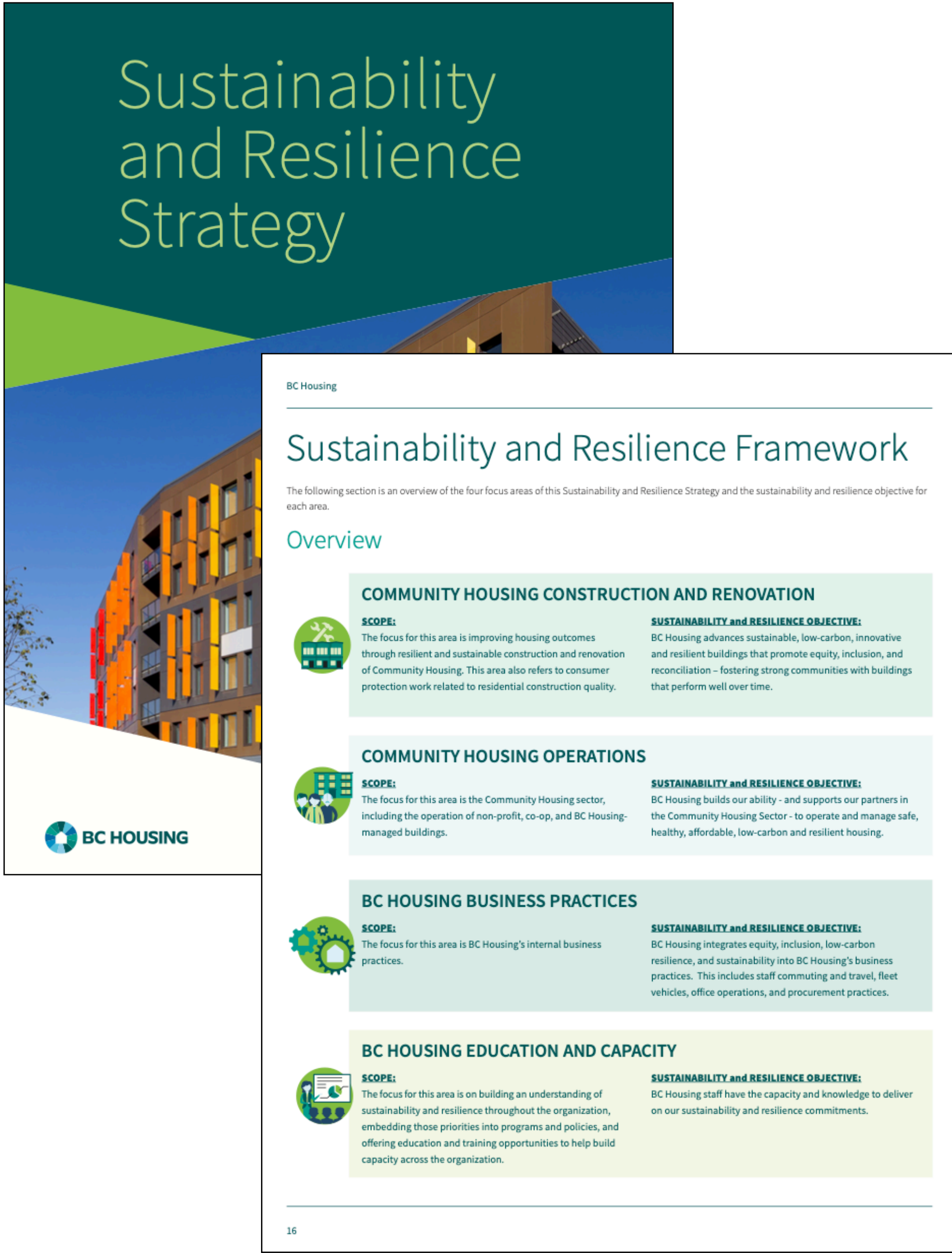
**% SHARE OF PLANS AND GHG TARGETS**



**# OF MENTIONS OF ACTIVITIES**

# CASE STUDY: BC HOUSING

1. Built on Mandate Letter commitments, now into deep service plan alignment and tactical implementation.
2. Has executive sign-off on a “Sustainability and Resilience Strategy” including greenhouse gas (GHG) reduction targets and some integration of adaptation targets.
2. Convening internal and external communities of practice to learn how to do its work better, and shape industry practice both within and beyond its regulatory purview.



# EXAMPLE LEADERSHIP OPPORTUNITIES

**Consumer Protection BC** provides consumer guidance and support around heat pumps, such as preventing unfair, costly practices like a 5C “switch-over” temperature from electric to gas in dual fuel systems.

**BC Financial Service Authority** enhances credit union competitiveness and resilience through jointly-developed and utilized climate risk scenarios for mortgage holders.

**BC Transportation Investment Corporation** specifies low-carbon materials in all future infrastructure projects, along with lifecycle assessments (LCAs), to develop the BC supply chain for domestically—produced mass timber and low-embodied carbon concrete

A group of approximately ten people, including men and women in business attire, are standing on a rooftop solar panel array. The solar panels are dark blue with white grid lines, arranged in rows. In the background, there is a modern building with large glass windows and a wooden roofline. The scene is set against a backdrop of tall evergreen trees under a clear sky. The text "WHERE NEXT?" is overlaid in large, white, bold letters across the middle of the image.

**WHERE NEXT?**

# LEVELLING UP IN 2025

In 2025, the Minister and the CleanBC review team can:

1. Work to **prioritize and differentiate crown corporations' climate action roles**
2. Initiate **CCAR review and restructuring** process
3. Prepare for a **2026 "Conference of Parties" on BC's energy and clean economy future**
4. Direct **PICS and PCIC** to draft common scenario guidance and interpretation tools for PSOs.



# Levelling Up

Enhancing public sector organizations' ability to deliver climate, affordability, and economic development outcomes



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July 2025

# FULL REPORT

[GEORGEPRBENSON.COM/LEVELLING-UP](https://GEORGEPRBENSON.COM/LEVELLING-UP)

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