

SkilledTradesBC

**2023/24 – 2025/26
Service Plan**

February 2023



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Published by SkilledTradesBC

Board Chair's Accountability Statement



The 2023/24 – 2025/26 SkilledTradesBC Service Plan was prepared under the Board'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 2023 have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, SkilledTradesBC'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 SkilledTradesBC's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in black ink, appearing to read 'Cindy Oliver', written over a thin horizontal line.

Cindy Oliver
Board Chair, SkilledTradesBC
January 31, 2023

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Strategic Direction

In 2023/24, public sector organizations will continue working to make life better for people in B.C., improve the services we all rely on, and ensure a sustainable province for future generations. Government will focus on building a secure, clean, and fair economy, and a province where everyone can find a good home – whether in a rural area, in a city, or in an Indigenous community. B.C. will continue working toward true and meaningful reconciliation by supporting opportunities for Indigenous Peoples to be full partners in an inclusive and sustainable province. The policies, programs and projects developed over the course of this service plan period will focus on results that people can see and feel in four key areas: attainable and affordable housing, strengthened health care, safer communities, and a secure, clean and fair economy that can withstand global economic headwinds.

This 2023/24 service plan outlines how SkilledTradesBC will support the government's priorities and selected action items identified in the most recent SkilledTradesBC [Mandate Letter](#).

Guided by the accountabilities outlined in the *Skilled Trades BC Act*, SkilledTradesBC leads and manages B.C.'s skilled trades training and apprenticeship system, including ensuring the system meets the province's need for skilled trades workers. Working with employers, apprentices, industry, labour, training partners, schools, Indigenous and other B.C. communities, and government, SkilledTradesBC funds training, issues credentials, supports apprenticeships, sets program standards, and works to increase opportunities in the skilled trades. This service plan is aligned with the 2021/22 mandate letters of the [Minister of Advanced Education and Skills Training](#) and the [Parliamentary Secretary for Skills Training](#)

Purpose of the Organization and Alignment with Government Priorities

The new *Skilled Trades BC Act* came into effect on December 1, 2022, which included renaming the Industry Training Authority to SkilledTradesBC. While the purpose of the organization remains the same – to lead and manage B.C.'s skilled trades system – SkilledTradesBC was given an expanded mandate to raise the profile of skilled trade careers, modernize the approach to apprenticeship and implement Skilled Trades Certification.

With this expanded mandate, SkilledTradesBC has revised its vision to align more closely with the province's future economic and workforce needs. SkilledTradesBC's new vision is to *"Create an inclusive, world-class skilled trades workforce that meets the needs of British Columbians."*

SkilledTradesBC's core values continue to be inclusion, respect, excellence, innovation, and collaboration. These values guide the organization's work with all its skilled trades partners and internal team. In addition, SkilledTradesBC's values and refined vision, support the delivery of services to British Columbians and are aligned to government's key priorities.

Operating Environment

British Columbia's workforce is undergoing major change, driven by significant societal trends, including:

- the ongoing impacts of the Covid-19 pandemic
- increasing global uncertainty and affordability challenges
- major demographic shifts as an increasing volume of workers move to retirement, and
- the rapid pace of technology adoption in the workplace, including innovations to support climate change.

These trends are having a significant impact on how British Columbians view work and careers, their approach to post-secondary education, the types of occupations available and the supply of workers to meet the economic needs of the province.

As the Crown Corporation responsible for leading and managing B.C.'s skilled trades system, SkilledTradesBC must acknowledge and respond to these societal trends and ensure that our skilled trades system attracts, educates, and prepares B.C.'s workforce for the demands of today and tomorrow.

Over the next 10 years B.C. will see tens of thousands of job openings in trades occupations. Careers in the skilled trades are in high demand, are resilient to economic cycles and provide well-paying, family-supporting opportunities. However, careers in the skilled trades are often viewed as secondary to academic pursuits. To help fill these job openings and address this disparity, SkilledTradesBC will work to raise awareness with youth and underrepresented groups about the varied, well-paying career and meaningful opportunities offered in the skilled trades.

In an effort to meet its obligations to Truth and Reconciliation, SkilledTradesBC is focused on providing meaningful opportunities for Indigenous people and communities to fully participate in the skilled trades. The *Declaration of the Rights of Indigenous Peoples Act* and the new *Skilled Trades BC Act* requires SkilledTradesBC to implement Truth and Reconciliation as a core guiding principle of the organization, foundational to its work. SkilledTradesBC embraces this important work and values the opportunity to do so in partnership with Indigenous people and communities.

Equity, diversity, and inclusion are key priorities for SkilledTradesBC as we continue efforts to change the skilled trades workforce to reflect the diversity of B.C.'s population. SkilledTradesBC is committed to increasing inclusive and respectful work environments so that everyone who wishes to participate in a skilled trades career has the opportunity to do so, enabling them to have successful and fulfilling careers. Greater equity, diversity and inclusion in the skilled trades not only strengthens the trades and provides opportunities to those who have been denied them previously, it is also a critical strategy towards meeting future labour market needs.

The B.C. government is working to lower climate-changing emissions by 40% by 2030. Whether it is the development of new construction methods to increase building resilience to support climate change adaptation, or the adoption of new electric vehicle technologies to support climate change mitigation, the challenges associated with climate change directly impact the skilled trades. To ensure B.C. can meet this challenge head-on with a trained and skilled workforce, SkilledTradesBC is ensuring trades training is modernizing at a pace that aligns with technology advancements to ensure skilled trades workers have the abilities and knowledge needed to deliver these innovations as they are adopted by industry.

SkilledTradesBC's mandate remains consistent: to lead and manage BC's skilled trades system, ensuring that B.C. has an inclusive, world-class skilled trades workforce that meets the needs of British Columbians. How the organization delivers on that mandate must respond to its operating environment, ensuring that the organization's approach evolves to respond to demographic and technological changes and societal expectations. The organization's service and strategic plans sets out bold goals and strategies to ensure that it is responding to this evolving operating environment and meeting the needs of British Columbians.

Annual Economic Statement

B.C.'s economy has been resilient to pandemic, geopolitical and climate-related disruptions. However, higher interest rates are expected to weigh on the economy in the coming years. Following a rapid recovery from the economic impacts of the COVID-19 pandemic, high inflation led to successive interest rate increases from the Bank of Canada in 2022. The impact of higher interest rates has been evident in housing markets and there is uncertainty over its transmission to the rest of the economy in B.C. and among our trading partners. B.C. is heading into this challenging period in relatively strong position, with a low unemployment rate. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 3.0 per cent in 2022 and expects growth of 0.5 per cent in 2023 and 1.6 per cent in 2024. Meanwhile for Canada, the EFC estimates growth of 3.4 per cent in 2022 and projects national real GDP growth of 0.5 per cent in 2023 and 1.5 per cent in 2024. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The risks to B.C.'s economic outlook center around interest rates and inflation, such as the risk of further inflationary supply chain disruptions, the potential for more interest rate increases than expected, and uncertainty around the depth and timing of the impact on housing markets. Further risks include ongoing uncertainty regarding global trade policies, the emergence of further COVID-19 variants of concern and lower commodity prices.

Performance Planning

Goal 1: Skilled trades are resilient, adaptive and a valued career of choice

Objective 1.1:

Build B.C.'s workforce to support the province's economic and social goals.

Key Strategies

- Drive change to alter the perception of skilled trades careers so that people aspire to make skilled trades a career of choice
- Grow the apprenticeship population through recruitment efforts focused on youth and underrepresented groups

Discussion

With tens of thousands of job openings in the trades over the next ten years, SkilledTradesBC is working to cultivate a trades workforce that attracts youth and underrepresented groups. SkilledTradesBC's recruitment strategy also includes changing the perception of the trades with all audiences and promoting the trades as secure, well-paying, high opportunity and meaningful careers.

Objective 1.2:

Modernize B.C.'s apprenticeship and trades system to align with technological advancements and evolving labour market needs.

Key Strategies

- Successfully implement Skilled Trades Certification, ensuring it is accessible, sustainable and fair
- Remain responsive to evolving technology in our skilled trades' program design including those driven by climate change

Discussion

The implementation of Skilled Trades Certification is a significant step to align British Columbia with the rest of Canada by ensuring workers receive consistent training and support to achieve certification. Skilled Trades Certification will also help attract more people to trades careers and boost prestige for the sector. As Skilled Trades Certification is implemented, SkilledTradesBC will review the policy and create a process for industry to submit an application requesting a trade be considered for designation.

As part of modernizing trades training to keep pace with technology, SkilledTradesBC is partnering with jurisdictions across Canada to implement program standards that incorporate

new technologies. The outcome of this work ensures that B.C.'s apprentices are trained for a future that supports CleanBC, and combats climate change.

Performance Measures

| Performance Measure | 2022/23 Forecast | 2023/24 Target | 2024/25 Target | 2025/26 Target |
|--|------------------|----------------|----------------|----------------|
| 1a. Increase in youth participating in skilled trades ¹ | 9,400 | 9,500 | 9,600 | 9,700 |

Data source: Direct Access Information System

¹Youth are defined as between the ages of 16 to 26.

Discussion

Youth participation is an indicator that the trades training and apprenticeship system is appealing to youth as they choose a career in the skilled trades. The measure targets youth aged 16 to 26 and is based on the number of new registrations in apprenticeship and youth programs. The measure also corresponds with efforts to change the perception of skilled trades as a valued career of choice.

Targets were developed by reviewing historical trends, including demographic trends for B.C.'s youth population, and evaluating B.C.'s labour market ten-year forecast. This measure is strongly influenced by external factors outside SkilledTradesBC control such as fluctuations in B.C.'s economy or its labour market, which could result in an increase or decrease in employment and therefore in the number of new youth participating in the skilled trades.

| Performance Measure | 2022/23 Forecast | 2023/24 Target | 2024/25 Target | 2025/26 Target |
|---|------------------|----------------|----------------|----------------|
| 1b. New apprenticeship registrations in STC trades ¹ | 5,410 | 5,570 | 5,850 | 6,150 |

Data source: Direct Access Information System

¹Provincial legislation has been introduced to support the implementation of skilled trades certification trades

Discussion

The number of new apprenticeship registrations in Skilled Trades Certification trades is an indicator of success in implementing government's new Skilled Trades Certification requirements which stipulates that workers must be either a registered apprentice or certified journey person. While SkilledTradesBC expects new registrations to increase as the first electrical and mechanical trades are implemented, it is anticipated the increase will develop further when additional trades with larger numbers of apprentices and uncertified workers are introduced and as potential further trades are designated as Skilled Trades Certification trades.

Targets were developed by reviewing historical trends and evaluating B.C.'s labour market ten-year forecast. This measure is strongly influenced by external factors outside SkilledTradesBC control such as fluctuations in B.C.'s economy or its labour market, which could result in an increase or decrease in employment and therefore in new apprenticeship registrations.

Goal 2: We will focus on strengthening our partnerships on the journey towards truth and reconciliation

Objective 2.1

Increase meaningful and accessible opportunities in the skilled trades.

Key Strategies

- Strengthen partnerships with Indigenous peoples based on recognition of rights, respect, and co-operation in meeting their skilled trades training needs
- Expand our Indigenous community reach, and evolve community-based programming through meaningful consultation and effective collaboration

Objective 2.2

Demonstrate our ongoing commitment to lasting and meaningful reconciliation through the evolution of trades training delivery and programs.

Key Strategies

- With Indigenous peoples, work with employers and other partners to address racism and discrimination in the skilled trades
- Ensure our programs, processes and policies are accessible, culturally appropriate and respond to the unique needs of Indigenous apprentices

Discussion

SkilledTradesBC remains committed to Truth and Reconciliation, guided by B.C.'s *Declaration on the Right of Indigenous People Act* and the new *Skilled Trades BC Act*. Working in partnership with Indigenous peoples based on the recognition of rights, respect and co-operation is key to reconciliation.

The strategies included in this goal demonstrate the commitment towards lasting and meaningful reconciliation applied to the province's trades training and apprenticeship system and SkilledTradesBC's programs and policies. The work to achieve this goal also includes working directly with Indigenous communities on strategies to help combat racism and discrimination within the trades training system.

Performance Measures

| Performance Measure | 2022/23 Forecast | 2023/24 Target | 2024/25 Target | 2025/26 Target |
|--|------------------|----------------|----------------|----------------|
| 2a. Progression of Indigenous apprentices ¹ | 55% | 55% | 56% | 57% |

Data source: Direct Access Information System

¹SkilledTradesBC Indigenous population self-identifies

Discussion

Progression through an apprenticeship program signals that an apprentice has during the fiscal year, achieved one or more training requirements required to attain final certification. Currently the progression rate for Indigenous apprentices falls approximately 10 percent below the rate for B.C.’s skilled trades overall apprentice population.

| Performance Measure | 2023/24 Baseline | 2023/24 Actuals | 2024/25 Target | 2025/26 Target |
|---|------------------|--------------------|----------------|----------------|
| 2b. Indigenous apprentice ¹ training environments are free of racism and discrimination <ul style="list-style-type: none"> - Technical Training - On-the-Job-Training | N/A | Establish Baseline | TBD | TBD |

Data source: Annual apprentice survey; results are reported for on the job and technical training taken by Indigenous apprentices.

¹SkilledTradesBC Indigenous population self-identifies.

Discussion

This new measure indicates the level of racism and discrimination Indigenous apprentices are experiencing in skilled trades training environments. This measure also helps identify gaps in B.C.’s skilled trades where additional support and education might be needed to foster more inclusive workplaces. Data will be sourced through an annual apprentice survey that will ask specific questions regarding skilled trades training and experiences related to racism and discrimination. As this is a new measure, baselines will be established for both technical and on-the-job training.

Goal 3: Our skilled trades workforce better reflects B.C.'s people and communities

Objective 3.1

British Columbia's skilled trades workforce is strengthened through its diversity.

Key Strategies

- Expand our equity, diversity, and inclusiveness programming, ensuring it includes the whole apprenticeship journey, supporting underrepresented apprentices in reaching their full potential
- Strengthen our community bonds to ensure equity, diversity and inclusion programming is available and accessible province-wide

Discussion

These strategies focus on increasing the number of women and other underrepresented groups within B.C.'s trades training and apprenticeship system. This involves removing barriers in trades training that prevent people from reaching their full potential.

Objective 3.2

Create a more inclusive, diverse, and equitable skilled trades training culture.

Key Strategies

- With underrepresented groups, work with employers and other partners to address racism, sexism, and discrimination in the skilled trades
- Ensure our programs, processes, and policies are accessible and respond to the needs of underrepresented apprentices

Discussion

As skilled trades have been historically dominated by men, this goal aims to build diversity and inclusion in B.C.'s trades training population. By building equity in trades training for women and other underrepresented groups, SkilledTradesBC is meeting the province's future workforce needs, strengthening communities and B.C.'s economic outlook.

Performance Measures

| Performance Measure | 2022/23 Forecast | 2023/24 Target | 2024/25 Target | 2025/26 Target |
|--|------------------|----------------|----------------|----------------|
| 3a. New women apprenticeship registrations in underrepresented trades ¹ | 920 | 950 | 980 | 1,020 |

Data source: Direct Access Information System

¹Underrepresented trades are those where women represent less than 25% of the apprenticeship population

Discussion

This measure is based on the number of new women registrations in trades where women comprise 25 percent or less of the trade’s overall apprentice population. In setting targets, SkilledTradesBC assessed historical and recent trends as well as ongoing and planned programs (internal and external to SkilledTradesBC) which are specifically aimed at supporting women in skilled trades careers. This measure is strongly influenced by external factors outside SkilledTradesBC control such as fluctuations in B.C.’s economy or its labour market, which could result in an increase or decrease in employment and therefore in new registrations.

| Performance Measure | 2022/23 Forecast | 2023/24 Target | 2024/25 Target | 2025/26 Target |
|---|------------------|----------------|----------------|----------------|
| 3b. Increase the proportionality of women in underrepresented trades ¹ | 6.1% | 6.4% | 6.6% | 6.9% |

Data source: Direct Access Information System

¹Underrepresented trades are those where women represent less than 25% of the apprenticeship population

Discussion

This measure is an indicator of SkilledTradesBC’s success in addressing the barriers to the recruitment and retention of women and other underrepresented groups in the skilled trades. It measures the proportion of women as part of the composition of the apprenticeship population so that SkilledTradesBC can assess whether B.C.s apprentice population is becoming more representative of the province’s overall population.

| Performance Measure | 2023/2024 Baseline | 2023/24 Target | 2024/25 Target | 2025/26 Target |
|---|--------------------|--------------------|----------------|----------------|
| 3c. Women in underrepresented trades ¹ training environments are free of racism, sexism and discrimination <ul style="list-style-type: none"> - Technical Training - On-the-Job-Training | N/A | Establish Baseline | TBD | TBD |

Data source: Annual apprentice survey; results are reported for on the job and technical training taken by women apprentices.

¹Underrepresented trades are those where women represent less than 25% of the apprenticeship population

Discussion

This new measure indicates the level of racism, sexism, and discrimination women are experiencing in skilled trades training environments. This measure also helps identify gaps in B.C.’s skilled trades where additional support and education might be needed to foster more inclusive workplaces. Data will be sourced through an annual apprentice survey that will ask specific questions regarding skilled trades training and experiences related to racism, sexism, and discrimination. As this is a new measure, baselines will be established for both technical and on-the-job training.

Goal 4: Our customers and clients value the service we provide as leaders in the skilled trades

Objective 4.1

Offer exceptional quality information and services that advances SkilledTradesBC’s leadership role across the skilled trades training system.

Key Strategies

- Grow SkilledTradesBC as a service-centric organization
- Expand and share our data and insights to build best practices across B.C.’s skilled trades ecosystem
- Strengthen our relationships with all partners focusing on a shared vision, mutual respect, and enhanced collaboration

Discussion

SkilledTradesBC is working to continuously improve the level of service and supports provided to clients. This is achieved by engaging partners for feedback and input when developing new programs, initiatives or technological support and services.

As part of this goal, SkilledTradesBC will share data and information with partners, to support evidenced-based decision-making to advance an effective B.C.’s trades training system.

SkilledTradesBC recognizes that its partners play a crucial role in delivering the province’s trades training and apprenticeship system. SkilledTradesBC is focused on strengthening collaboration with partners to implement measures that innovate and improve B.C.’s trades training system and in turn, outcomes for B.C.’s apprentices.

Performance Measures

| Performance Measure[s] | 2022/23 Forecast | 2023/24 Target | 2024/25 Target | 2025/26 Target |
|--|------------------|----------------|----------------|----------------|
| 4a. Satisfaction with SkilledTradesBC Service and Supports | 81% | ≥80% | ≥80% | ≥80% |

Data Source: Sentis Market Research is commissioned to conduct surveys for the purposes of evaluating satisfaction measures. Data is collected from apprentices and employers through online surveys. Research best practices and quality assurance methods are employed throughout the process, including assessments based on the margin of error for each result.

Discussion

This measure indicates whether SkilledTradesBC is effectively aligning with the needs of our clients. Data is sourced through an annual apprentice and employer survey where participants rate SkilledTradesBC’s performance on aspects of service that are important to them. Measures are assessed through multiple satisfaction indicators.

Financial Plan

Financial Summary

| [\$000s] | 2022/23 Forecast | 2023/24 Budget | 2024/25 Plan | 2025/26 Plan |
|--|---------------------|-------------------|-----------------|-----------------|
| Revenue | | | | |
| Ministry – Core Operating Grant | 104,476 | 106,285 | 106,522 | 106,522 |
| Ministry – Project Based Funding (1) | 10,468 | 10,234 | 10,234 | 10,234 |
| Ministry – Other Funding and Grants | 350 | 0 | 0 | 0 |
| Other Revenue | 1,448 | 1,348 | 1,296 | 985 |
| Total Revenue | 116,742 | 117,867 | 118,052 | 117,741 |
| Expenses | | | | |
| Training Investment | 89,693 | 89,616 | 89,433 | 89,433 |
| Operations (2) | 9,682 | 10,234 | 10,343 | 10,343 |
| Engagement (3) | 4,214 | 3,034 | 3,061 | 3,061 |
| Skilled Trades Certification: Compliance and Education | 1,097 | 2,819 | 2,842 | 2,842 |
| Business Support | 12,056 | 12,164 | 12,373 | 12,062 |
| Total Expenses | 116,742 | 117,867 | 118,052 | 117,741 |
| Annual Surplus (Deficit) | 0 | 0 | 0 | 0 |
| Total Debt | 0 | 0 | 0 | 0 |
| Accumulated Surplus (Deficit) | 8,987 | 8,987 | 8,987 | 8,987 |
| Capital Expenditures | 2,919 | 2,948 | 2,500 | 2,500 |

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

¹(1) Project-Based Funding is dependent upon the results of the procurement process, or an application review process undertaken throughout the fiscal year. The current budgets include Workforce Development Agreement (WDA). SkilledTradesBC is assuming that WDA contracts will continue at the same base level as budgeted in 2023. WDA programs are reflected in Training Investment.

(2) Operations includes Program Standards, Assessment and Customer Experience.

(3) Engagement includes External Engagement, Training Access and Inclusion, and Truth and Reconciliation Initiatives.

Key Forecast Assumptions, Risks and Sensitivities

SkilledTradesBC continues to experience increased pressures on its operations and training investment as a result of several compounding factors:

- Increased general operating costs in line with consumer price index affecting all areas of operations, with substantial impact on compensation, occupancy, and modernization costs.
- Potential influx of learners into the system resulting from delayed training due to Covid-19's impact in the past two years and the financial ability of learners to attend technical training.
- Increased demand for training seats and sustainable programs in support of participation by equity seeking groups in the trades training system.
- Increased demand for additional training seats for Indigenous learners through our Community Based Programming in the trades training system.
- Additions in training hours or classes required as a result of changes in technical training, whether industry driven or as a result of Red Seal harmonization.
- Potential influx of learners into the system, especially in years 2 and 3 of the plan stemming from the implementation of Skilled Trades Certification.

SkilledTradesBC plans to deliver on the goals and strategies envisioned within this Service Plan through core funding granted to it from the Ministry of Post-Secondary Education and Future Skills. SkilledTradesBC is not a capital-intensive organization and has no capital projects valued at more than \$50 million. Capital activity is primarily focused on SkilledTradesBC digital strategy and modernization and is funded from SkilledTradesBC's core operating funds.

Management's Perspective on Financial Outlook

The summary financial outlook reflects the following assumptions:

- SkilledTradesBC will receive a core operating grant of \$106.285M, an increase over 2022/23, to support implementation of Skilled Trades Certification.
- The project-based funding – monies transferred from the Canada-B.C. Workforce Development Agreement (WDA), a program for industry and trades training to support pre-apprenticeship programs for equity seeking groups is budgeted at same budget level as fiscal 2022/23 and will be determined based on procurement.
- Included in SkilledTradesBC other revenue is interest income, which is assumed to decline after 2024 fiscal year as interest rates stabilize in calendar 2023 and decline gradually in 2024 and onwards.
- It is assumed that SkilledTradesBC's investment in the initial Skilled Trades Certification trades will remain similar in future years.

Appendix A: Mandate Letter from the Minister Responsible

Date: July 8, 2021

Cynthia Oliver, Chair
Industry Training Authority
8th Floor – 8100 Granville Avenue
Richmond, BC V6Y 3T6

Dear Ms. Cynthia Oliver:

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 the Industry Training Authority, 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 the Industry Training Authority about priorities and expectations for the coming fiscal year.

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 (CABRO), 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. The Governing in the Public Interest online certificate program is now available, and all board members are encouraged to complete this new offering.

As the Minister Responsible for the Industry Training Authority, 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:

- Work closely with government to explore options to support government’s mandate letter commitment to “restore the compulsory trades system to improve safety and give more workers a path to apprenticeship completion”.
- Work with system partners and focus on supporting apprentices to complete their training, particularly those whose training has been impacted by the COVID-19 pandemic, through targeted programs and supports.
- Complete implementing a three-year performance management framework project in 2021/22. Through this work, the ITA will increase public reporting of trades training data to expand transparency and collaboration between system partners, and to establish greater stakeholder accountabilities for trades training outcomes.
- Continue to work with employers, industry, training providers, and communities to design and implement initiatives and policies that will contribute to eliminating racism, sexism, bullying, and harassment in the skilled trades. This will promote a trades training system that is welcoming and inclusive of women, Indigenous peoples, youth, and underrepresented groups.

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,



Anne Kang

Date: July 6, 2021

Minister

Enclosure

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

Shannon Baskerville

Deputy Minister of Advanced Education and Skills Training

Bob Davis

Director

Industry Training Authority

Laird Cronk

Director

Industry Training Authority

Peter Baker

Director

Industry Training Authority

Michelle Bryant

Director

Industry Training Authority

Mary-Anne Bowcott

Director

Industry Training Authority

Wally Penner

Director

Industry Training Authority

Rick Gibbs

Director

Industry Training Authority

Shelley Gray

Chief Executive Officer

Industry Training Authority

