

**SkilledTradesBC**

**2025/26 – 2027/28  
Service Plan**

**March 2025**



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## Board Chair's Accountability Statement



The 2025/26 – 2027/28 SkilledTradesBC Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act*. This plan is consistent with government's strategic priorities and fiscal plan. The Board is accountable for the contents of this plan and is responsible for the validity and reliability of the information presented.

All significant assumptions, policy decisions, events and identified risks, as of February 2025 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 in a cursive style.

Cindy Oliver  
Board Chair, SkilledTradesBC  
March 4, 2025

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## Strategic Direction

In 2025/26, public sector organizations will continue to prioritize delivering the services and infrastructure needed for people to build good lives in strong communities.

To support this objective public sector organizations will support Government's focus on growing the economy, responding to the threat of tariffs, creating good paying jobs, improving affordability, strengthening health care and education, and making communities safer.

Public sector organizations will also continue to work as directed to support the implementation of the Declaration on the Rights of Indigenous Peoples Act Action Plan.

This 2025/26 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, ensuring British Columbians are ready with the right skillset to meet the labour market demands of the province. SkilledTradesBC funds training, issues credentials, supports apprenticeships, sets program standards, and works to increase opportunities in the skilled trades. To do this, SkilledTradesBC collaborates with Indigenous and underrepresented communities, apprentices, employers, industry, labour, training partners, schools, and government. This service plan is aligned with the 2025/26 mandate letter of the [Minister of Post-Secondary Education and Future Skills](#).

## Purpose of the Organization and Alignment with Government Priorities

SkilledTradesBC's purpose and goals are aligned with the organization's mandate to raise the profile of skilled trades as well-paying rewarding careers, implement Skilled Trades Certification, and continue modernizing trades training. As a customer-centric organization, the interests and needs of people in B.C. are at the forefront of all work, further aligning our services to government's priorities to grow the economy by creating good jobs across British Columbia, reduce costs for families, strengthen health care and make our neighbourhoods and communities safer.

## Operating Environment

Efforts to raise the profile of skilled trades and enhance access to meaningful skills training and careers for all British Columbians has resulted in significant apprenticeship growth in recent years. During the 2024/25 fiscal year, SkilledTradesBC neared 50,000 registered apprentices, a benchmark never seen before.

Ongoing work to build a diverse workforce in B.C. has contributed to greater participation amongst underrepresented groups, including Indigenous peoples, women, youth and newcomers and is reflected in this increase, as is the successful implementation of the Skilled Trades Certification trades (also known as compulsory trades).

With labour market demands and rising interest in skilled trades, SkilledTradesBC expects to continue experiencing the associated demands on its internal resources, requiring continued modernization of its systems, processes and technologies to support people for success throughout their apprenticeship journey. In doing so, the organization will continue to strive to meet this demand and maintain exceptional service levels, while continuing to make progress on its overall mandate and strategic goals.

## Economic Statement

B.C.'s economy experienced moderate growth last year amid relatively high interest rates, persistent price pressures and ongoing global economic uncertainty. The labour market ended the year on a positive note, supported by high immigration and strong population growth. Inflation in B.C. continued to moderate as the price growth of goods eased, while inflation for services remained elevated. Consumer spending and home sales activity were weaker for most of 2024 in the wake of still elevated interest rates and high prices. Subdued global demand and lower prices for key commodities led to a decline in the value of the province's merchandise exports in 2024. Meanwhile, B.C. homebuilding activity remained relatively strong following record high housing starts in 2023.

The Economic Forecast Council (EFC) estimates that B.C. real GDP rose by 1.2 per cent in 2024. In the near-term, the EFC expects B.C.'s economy to grow by 1.8 per cent in 2025 and 1.9 per cent in 2026, in line with the national average. For Canada, the EFC estimates growth of 1.4 per cent in 2024 and projects national real GDP growth of 1.8 per cent in 2025 and 1.9 per cent in 2026. These projections do not fully include the impact of the evolving U.S. tariff situation.

Restrictive global trade policies, particularly potential U.S. tariffs, pose a risk to the outlook and there is uncertainty over the degree and timing of impacts on B.C.'s economy, and among the province's trading partners. Other risks include lower population growth due to changes to federal immigration policy, as well as the potential for renewed price pressures leading to interest rates remaining elevated for longer, weaker global demand, and commodity market volatility.

## Performance Planning

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

In order to meet labour market projections, SkilledTradesBC will work with partners to attract more people to the skilled trades and ensure that trades training evolves with the needs of industry.

**Objective 1.1:** Grow the apprenticeship population to help address the province's skills gap, through recruitment efforts focused on youth and underrepresented groups.

#### **Key Strategies**

- SkilledTradesBC will work with partners to increase the perception of skilled trades careers as a career of choice.
- Grow the apprenticeship population through recruitment efforts focused on youth and underrepresented populations, including K-12 school programs and partnerships with employers, training providers, and industry associations.

#### **Discussion**

There is a growing demand for skilled trades workers, with tens of thousands of job openings expected over the next decade. To address this demand, SkilledTradesBC is working with partners, building a diverse workforce that specifically targets youth and underrepresented groups. Improving the perception of trades, while promoting the trades as a well-paying, secure, and high opportunity career is an enabler of growing the workforce.

SkilledTradesBC offers a number of programs for high school students and will continue to engage with school districts throughout British Columbia to increase awareness and participation. This includes efforts to increase the number of First Nations schools in the K-12 system offering these programs.

**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 to ensure it is accessible, sustainable, and fair. This includes implementing new data collection and analysis tools to better understand the workforce and certification status as well as the implementation of new tools to support employers in meeting the new requirements.
- Continue to assess and evolve program standards for the skilled trades to ensure they remain responsive to evolving technology design, including those driven by climate change.

**Discussion**

With the implementation of Skilled Trades Certification trades as of December 2023, SkilledTradesBC will use a data-driven approach to review the initial implementation and use these findings to continue to enhance Skilled Trades Certification.

As part of modernizing trades training, SkilledTradesBC continually works with training providers and other partners to ensure programs are current and relevant, aligning programs and training with technological advancements, including those that can help to address the impacts of climate change.

**Performance Measures**

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1a. Increase in youth participating in skilled trades <sup>1,2</sup>	11,000	>11,200	>2025/26 Actual	>2026/27 Actual

Data source: SkilledTradesBC’s Direct Access Information System

<sup>1</sup>Youth are defined as between the ages of 16 to 26.

<sup>2</sup>Due to limitations of forecasting, targets beyond 2025/26 demonstrate our intention to see continued growth in place of specific figures.

**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 improve the perception of skilled trades as a valued career of choice.

Targets were developed by reviewing historical trends, including current forecasts and 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 youths participating in the skilled trades.

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
1b. New apprenticeship registrations in STC trades <sup>1,2</sup>	5,250	>5,350	>2025/26 Actual	>2026/27 Actual

Data source: SkilledTradesBC’s Direct Access Information System

<sup>1</sup>STC trades include the first seven Skilled Trades Certification trades implemented in December 2023.

<sup>2</sup>Due to limitations of forecasting, targets beyond 2025/26 demonstrate our intention to see continued growth in place of specific figures.



## 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.

Targets were developed by reviewing historical trends, including current forecasts, and evaluating B.C.'s labour market ten-year forecast. This measure is strongly influenced by external factors outside SkilledTradesBC's 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

SkilledTradesBC is committed to making Truth and Reconciliation central to how we operate and build relationships. The organization is focused on developing programs, policies and processes that respond to the distinct needs of Indigenous clients and informed by meaningful engagement and dialogue with Indigenous partners.

**Objective 2.1:** Increase meaningful and accessible opportunities for Indigenous Peoples 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. In particular, the organization will continue to expand the participation and mandate of the Indigenous Advisory Council to provide advice, guidance and feedback on organizational programs and priorities in support of Indigenous clients.
- Through engagement with First Nations communities, the Indigenous Advisory Council, training providers and Indigenous partners, we will ensure our Community Based Training program continues to meet the needs of all involved.

## Discussion

SkilledTradesBC's commitment to Truth and Reconciliation is guided by the *Declaration on the Rights of Indigenous People Act* and the *Skilled Trades BC Act*. Building meaningful relationships with Indigenous people and communities is key to lasting reconciliation and will continue to be reflected in SkilledTradesBC's work and collaboration with Indigenous communities.

**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.
- SkilledTradesBC will ensure that our programs, processes, and policies are accessible, culturally appropriate and respond to the distinct needs of Indigenous apprentices. To inform a review of these programs, policies, and processes, SkilledTradesBC is engaging with similar organizations to learn from their experiences. These learnings will be applied in the organization’s review.

**Discussion**

Building cultural relevance into trades training delivery and programs while also working to combat racism and discrimination, is an important part of SkilledTradesBC’s strategy to make skilled trades more accessible and inclusive of Indigenous people and communities. At the same time, SkilledTradesBC will also continue to counter racism and discrimination within the trades training system. Collaboration is key to delivering these strategies and achieving meaningful reconciliation that will support ongoing Indigenous participation in the trades and growth of skilled trades in B.C. overall.

SkilledTradesBC will work with our Indigenous Advisory Council and apprenticeship system partners to provide guidance on many of the strategies identified above and how to ensure they are successfully implemented.

**Performance Measures**

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
2a. Progression of Indigenous apprentices <sup>1,2</sup>	56%	>56%	>2025/26 Actual	>2026/27 Actual

Data source: SkilledTradesBC’s Direct Access Information System

<sup>1</sup> SkilledTradesBC Indigenous apprentices self-identify.

<sup>2</sup> Due to limitations of forecasting, targets beyond 2025/26 demonstrate our intention to see continued growth in place of specific figures.

**Discussion**

Progression through an apprenticeship program signals that an apprentice has achieved one or more training requirements necessary to attain final certification within the fiscal year.

Progression of Indigenous apprentices lags behind non-Indigenous apprentices, underscoring that the system does not meet their distinct needs. Whether it is through efforts to reduce racism and discrimination, better community-based programming or other programs and supports, the efforts of SkilledTradesBC and its partners is intended to improve Indigenous progression and completion of the apprenticeship journey, ultimately closing the gap between Indigenous and non-Indigenous apprentice outcomes.

Performance Measure	2024/25 Actual	2025/26 Target	2026/27 Target	2027/28 Target
2b. Indigenous apprentice training environments are free of racism and discrimination <sup>1</sup>	92%	100%	100%	100%
- Technical Training	75%			
- On-the-Job-Training				

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

<sup>1</sup> SkilledTradesBC Indigenous apprentices self-identify.

**Discussion**

This measure indicates the level of racism and discrimination Indigenous apprentices are experiencing in skilled trades training environments. This measure also helps identify areas in B.C.’s skilled trades training system where additional efforts might be needed to foster more inclusive workplaces. Data is sourced through an annual apprentice survey that asks specific questions regarding skilled trades training and experiences related to racism and discrimination. As indicated in the survey results, Indigenous apprentices continue to face unacceptable racism and discrimination in technical training and on the job. This racism and discrimination can be systemic and will be complex to overcome given that it will require the participation of training providers, employers and trades workers. Despite these challenges, the organization has set a target of 100 per cent for this measure to reinforce that any instance of racism or discrimination is unacceptable and our unwavering commitment to Truth and Reconciliation.

**Goal 3: Fostering a skilled trades workforce that better reflects B.C.’s people and communities**

SkilledTradesBC is committed to growing participation in the skilled trades and ensuring that growth is driven by greater diversity within the trades. Not only will this support B.C.’s labour market needs, but it will also provide economic opportunities to women and underrepresented groups that have been excluded previously.

**Objective 3.1:** British Columbia’s skilled trades workforce is strengthened through diversity.

**Key Strategies**

- Expand our equity, diversity, and inclusiveness programming, ensuring inclusion of the whole apprenticeship journey and supports for underrepresented apprentices to reach their full potential. This includes aligning new and existing Equity, Diversity, and Inclusion programming into a comprehensive strategy for the skilled trades.
- Through Workforce Development Agreement partnerships, SkilledTradesBC will prioritize opportunities to build new partnerships that allow us to expand our reach such that equity, diversity, and inclusion programming is available and accessible to more diverse communities and regions.

**Discussion**

Increasing the number of women and other underrepresented groups is critical to achieving this goal with the strategies reflecting SkilledTradesBC’s commitment to remove barriers to entry, completion, and retention. SkilledTradesBC will continue to work with partners to ensure women and other underrepresented groups are receiving the necessary support throughout their apprenticeship journey and skilled trades careers. Additionally, the Equity, Diversity and Inclusion strategy will consider what is needed to attract women and diversity priority groups to the trades, as well as support their retention in the trades so that they may complete their apprenticeships and enjoy the opportunities that a career in the skilled trades can provide.

**Objective 3.2:** Create a more inclusive, diverse, and equitable skilled trades training culture.

**Key Strategies**

- Work with underrepresented groups, 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 apprentices from underrepresented groups.

**Discussion**

Diversity is critical for B.C.’s workforce and SkilledTradesBC will work closely with training partners, community service providers, and industry to keep moving the dial on combatting racism, sexism, and discrimination in the training environment and workplace. These strategies will help ensure that B.C.’s workforce is diverse and ready to respond to changing labour market demands.

**Performance Measures**

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
3a. New women apprenticeship registrations in underrepresented trades <sup>1,2,3</sup>	980	>1,000	>2025/26 Actual	>2026/27 Actual

Data source: SkilledTradesBC’s Direct Access Information System

<sup>1</sup> Women apprentices self-identify.

<sup>2</sup> Underrepresented trades are those where women represent less than 25% of the apprenticeship population.

<sup>3</sup> Due to limitations of forecasting, targets beyond 2025/26 demonstrate our intention to see continued growth in place of specific figures.

**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. Targets have been adjusted to reflect current forecasts and the impact of updates to the federal government's [Apprenticeship Service](#) grant program. This measure is strongly influenced by external factors outside SkilledTradesBC’s control, such as fluctuations in B.C.’s economy or the labour market, which could result in an increase or decrease in employment and therefore in new registrations.

Performance Measure	2024/25 Forecast	2025/26 Target	2026/27 Target	2027/28 Target
3b. Increase the proportionality of women in underrepresented trades <sup>1,2,3</sup>	6.6%	6.7%	>2025/26 Actual	>2026/27 Actual

Data source: SkilledTradesBC’s Direct Access Information System

<sup>1</sup> Women apprentices self-identify.

<sup>2</sup> Underrepresented trades are those where women represent less than 25% of the apprenticeship population.

<sup>3</sup> Due to limitations of forecasting, targets beyond 2025/26 demonstrate our intention to see continued growth in place of specific figures.

**Discussion**

This measure is an indicator of SkilledTradesBC’s success in addressing the barriers to the recruitment and retention of women 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	2024/25 Actual	2025/26 Target	2026/27 Target	2027/28 Target
3c. Women in underrepresented trades training environments are free of racism, sexism, and discrimination <sup>1,2</sup>	83%	100%	100%	100%
- Technical Training	61%			
- On-the-Job Training				

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

<sup>1</sup> Women apprentices self-identify

<sup>2</sup> Underrepresented trades are those where women represent less than 25% of the apprenticeship population

**Discussion**

This measure indicates the level of racism, sexism, and discrimination women are experiencing in skilled trades training environments. This measure also helps identify barriers in B.C.’s

skilled trades training where additional support and education might be needed to foster more inclusive workplaces. Data is sourced through an annual apprentice survey that asks specific questions regarding skilled trades training and experiences related to racism, sexism, and discrimination. As indicated in the survey results, women in underrepresented trades training environments continue to face unacceptable racism, sexism and discrimination in technical training and on the job. This racism, sexism and discrimination can be systemic and will be complex to overcome given that it will require the participation of training providers, employers and trades workers. Despite these challenges, the organization has set a target of 100 per cent for this measure to reinforce that any instance of racism, sexism or discrimination is unacceptable and our unwavering commitment to equity, diversity and inclusion.

## **Goal 4: Customers and clients value the service we provide as leaders in the skilled trades**

SkilledTradesBC supports current and prospective apprentices and sponsors and works with an array of partners to enhance access and effectively deliver skilled trades training across the province. Providing service-excellence to clients and sponsors is critical to ensuring the skilled trades system functions optimally for apprentice success.

**Objective 4.1:** Provide exceptional quality information and services that advances SkilledTradesBC's leadership role across the skilled trades training system.

### **Key Strategies**

- We will continue to deliver increased features on digital channels to enhance self-service features so that our customers can access our services 24/7 in a manner that is convenient for them.
- Expand and share our data and insights to build best practices across B.C.'s skilled trades ecosystem.
- Recognizing that an effective skilled trades system relies on many organizations from both the public and the private sector, SkilledTradesBC will continue to develop closer ties with partners and industry in support of the shared goal of a skilled trades training system that meets B.C.'s workforce needs.

### **Discussion**

As a service-centric organization, SkilledTradesBC recognizes the importance of collaborating with apprentices, employers, industry and partners in delivering high quality information and supports that can be used to better support those throughout the apprenticeship journey. SkilledTradesBC will continue to enhance its self-service portal features and website, which will further support seamless experiences for apprentices and employers. Connecting with industry and community partners will also ensure that SkilledTradesBC continues to build on the shared vision and mutual respect that will enhance these collaborative initiatives. SkilledTradesBC will do this more formally through working groups, information sharing agreements, and through our Sector Advisory Groups.

**Performance Measures**

<b>Performance Measure</b>	<b>2024/25 Actual</b>	<b>2025/26 Target</b>	<b>2026/27 Target</b>	<b>2027/28 Target</b>
4a. Satisfaction with SkilledTradesBC service and supports	81%	≥80%	≥80%	≥80%
- Apprentices	82%			
- Sponsor Employers				

Data Source: Sentis Market Research is commissioned to conduct surveys for the purposes of evaluating satisfaction measures. Data is collected from apprentices and sponsor employers through online surveys.

**Discussion**

This measure indicates whether SkilledTradesBC is effectively aligning with the needs of apprentices and sponsor employers along the apprenticeship journey. Data is sourced through an annual apprentice and employer online 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]	2024/25 Forecast	2025/26 Budget	2026/27 Plan	2027/28 Plan
<b>Revenues</b>				
Ministry – Core Operating Grant	106,960	106,960	106,960	106,960
Ministry – Project-Based Funding (1)	8,198	8,198	8,198	8,198
Ministry – Other Funding	48	-	-	-
Other Revenue	1,983	1,614	1,491	1,405
<b>Total Revenue</b>	<b>117,189</b>	<b>116,773</b>	<b>116,650</b>	<b>116,564</b>
<b>Expenses</b>				
Training Investment	86,124	85,020	85,020	85,020
Operations (2)	14,422	14,814	14,814	14,814
Engagement (3)	2,522	2,497	2,497	2,497
Business Support	14,121	14,442	14,319	14,233
<b>Total Expenses</b>	<b>117,189</b>	<b>116,773</b>	<b>116,650</b>	<b>116,564</b>
<b>Annual Surplus (Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Debt</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Accumulated Surplus (Deficit)</b>	<b>10,264</b>	<b>10,264</b>	<b>10,264</b>	<b>10,264</b>
<b>Capital Expenditures</b>	<b>1,692</b>	<b>2,250</b>	<b>2,000</b>	<b>2,000</b>

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

(1) Project-Based Funding is dependent upon the results of procurement or application review processes undertaken throughout the fiscal year. The current budgets reflect Canada - British Columbia Workforce Development Agreement (WDA) contracts. SkilledTradesBC is assuming that these contracts will continue at the same base level as budgeted in 2025/26. WDA program expenses continue to be reflected under Training Investment.

(2) Operations includes Management of Training Investment, Program Standards, Assessments, Customer Experience and Skilled Trades Certification.

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



## Key Forecast Assumptions, Risks and Sensitivities

SkilledTradesBC plans to deliver on the goals and strategies in this Service Plan through core operating funds granted by the Ministry of Post-Secondary Education and Future Skills.

SkilledTradesBC continues to experience increased pressures on its operations and training investment due to several compounding factors:

- Increased general operating costs in line with the consumer price index affecting all areas of operations, with a substantial impact on exam administration, occupancy, professional services and modernization costs.
- Increased demand for supports and certification from trade workers resulting from federal immigration policy and Skilled Trades Certification.
- Increased demand for training seats stemming from the implementation of Skilled Trades Certification.
- Increased demand for training seats and sustainable programs to support access and participation for equity seeking groups in the trades training system.
- Increased demand for training seats and sustainable programs for Indigenous learners, including through Community-Based Training.
- Availability of classroom instructors to provide technical training.

SkilledTradesBC is not a capital-intensive organization and does not have capital projects valued at more than \$50 million. Capital activity is primarily focused on SkilledTradesBC's digital strategy and modernization and is funded from SkilledTradesBC's core operating funds.

## Management's Perspective on Financial Outlook

The financial summary reflects the following forward-looking assumptions:

- SkilledTradesBC will receive a core operating grant of \$106.96 million.
- Project-based funding transferred from the Canada - British Columbia Workforce Development Agreement is budgeted at the same level as incurred in the current year.
- Other revenue, which includes interest income, is assumed to continue declining in the 2025/26 fiscal year, commensurate with consensus forecasts for the Bank of Canada prime rate.

## Appendix A: Mandate Letter from the Minister Responsible



June 16, 2023

Cindy Oliver  
Board Chair  
SkilledTradesBC  
8th Floor – 8100 Granville Avenue  
Richmond, BC V6Y 3T6

Dear Cindy Oliver:

On behalf of Premier Eby and the Executive Council, I would like to extend my thanks to you, your board members and your organization's leadership for your dedication, expertise, and service to the people of British Columbia.

Public sector organizations – including Crowns, Health Authorities and Post Secondary Institution Boards – support British Columbians by delivering vital public services and are accountable to the public through their responsible Minister. Your leadership in advancing and protecting the public interest strengthens trust in public institutions.

You are serving British Columbians at a time when people in our province continue to recover from and respond to the upheaval caused by the COVID-19 pandemic, an ongoing toxic drug crisis, climate-related natural disasters, and while global inflation is driving up costs. Now more than ever, we need to focus on building a prosperous, low-carbon, sustainable economy, and a province where everyone can find a good home – in rural areas, in cities, and in Indigenous communities.

This mandate letter, which I am sending in my capacity as Minister responsible for SkilledTradesBC, sets out overarching principles relevant to the entire public sector and specific direction on priorities and expectations for your organization for the remainder of Government's term.

Government and public sector organizations must continue to advance results that people can see and feel in these key areas: strengthened health care, safer communities, attainable and secure housing, and a clean and fair economy that delivers affordability and prosperity.

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In doing so, you will continue working towards lasting and meaningful Reconciliation by supporting opportunities for Indigenous Peoples to be full partners in the province we are building together, and delivering on specific commitments as outlined in the *Declaration on the Rights of Indigenous Peoples Act* action plan.

As required by the *Climate Change Accountability Act*, please ensure your organization implements targets and strategies for minimizing greenhouse gas emissions and managing climate risk, including achieving carbon neutrality each year and aligning with 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.

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. As part of this work, your organization is expected to adopt the Gender-Based Analysis Plus (GBA+) lens to ensure gender equity is reflected in your operations and programs.

British Columbians expect that public sector organizations operate in a responsible manner to deliver quality services equitably in all regions of the province. This requires strategic stewardship of planning, operations, and policies in the areas of financial, risk, and human resource management including information security and privacy protection.

The protection of government data and networks is a priority, especially where it concerns personal information of British Columbians. Public sector organizations must maintain up to date systems and effective cybersecurity practices, including maintaining current information management and cybersecurity policies, guidelines and standards; evaluating your organization against industry standards; and maintaining appropriate security and privacy practices. The Office of the Chief Information Officer within the Ministry of Citizens Services is available to support and offer guidance to your organization in any of these areas.

Public sector organizations must also implement and maintain an effective fraud risk management strategy. The Office of the Comptroller General and the Risk Management Branch in the Ministry of Finance are available for consultation.

The Crown Agencies Secretariat (CAS) in the Ministry of Finance supports public sector organizations to operate effectively, in the public interest, and aligned with government's strategic direction and priorities. Within CAS, the Crown Agencies and Board Resourcing Office (CABRO) will continue to support you and your board on recruitment, appointments and professional development, as well as ensuring Board composition and governance reflects the diversity of our province. CAS can support you in public sector governance best practices, policy and planning.

In addition to continuing to make progress on your [2021 mandate letter](#), I expect you to ensure the important priorities and areas of focus listed in this letter are incorporated into the practices of your organization and develop plans to address the following new priorities within your approved budget:

- Work closely with government to implement Skilled Trades Certification and establish a process for industry to request new trades for future Skilled Trades Certification designation.
- Work closely with post-secondary institutions and trades training organizations to help government implement the programs outlined in the StrongerBC: Future Ready Action Plan by expanding regional access to affordable, accessible, and relevant trades training so more British Columbians have the skills they need for a career in the trades now and in the future.
- Work with government, trainers, and industry to help more people choose a career in the trades by continuing to make the trades training system welcoming for under-represented groups, raising the prestige of the trades for all British Columbians, and continuing to support internationally trained trades workers to earn certification in B.C.
- Work with Indigenous leadership and partners to ensure their voices are reflected in trades training decision-making that impacts Indigenous workers, businesses, and communities. This includes, but is not limited to, completing a review of the Indigenous Advisory Council membership and objectives.

Each board member is asked to sign this letter to acknowledge this direction from government to your organization. The signed letter is to be posted publicly on your website by September 21, 2023.

I look forward to continuing to work with you and your Board colleagues to meet the high standards set for us by all British Columbians.

Sincerely,



Honourable Selina Robinson  
Minister

Date: June 16, 2023

cc: Honourable David Eby  
Premier

Honourable Andrew Mercier  
Minister of State for Workforce Development

Shannon Salter  
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

Bobbi Plecas, Deputy Minister  
Ministry of Post-Secondary Education and Future Skills

Mary Sue Maloughney, Associate Deputy Minister, Crown Agencies Secretariat  
Ministry of Finance

Bob Davis, Director  
SkilledTradesBC

Laird Cronk, Director  
SkilledTradesBC

Peter Baker, Director  
SkilledTradesBC

Michelle Bryant, Director  
SkilledTradesBC

Mary-Anne Bowcott, Director  
SkilledTradesBC

Wally Penner, Director  
SkilledTradesBC

Carly Church, Director  
SkilledTradesBC

Dr. Jane Jae-Kyung Shin, Director  
SkilledTradesBC

Shelley Gray, Chief Executive Officer  
SkilledTradesBC



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Cindy Oliver, Chair  
Date: July 17, 2023



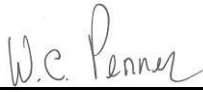
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Laird Cronk, Director  
Date: July 17, 2023



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Michelle Bryant, Director  
Date: July 17, 2023



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Wally Penner, Director  
Date: July 17, 2023



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Dr. Jane Jae-Kyung Shin, Director  
Date: July 17, 2023



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Bob Davis, Director  
Date: July 17, 2023



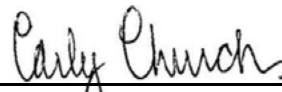
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Peter Baker, Director  
Date: July 17, 2023



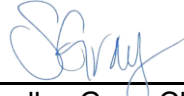
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Mary-Anne Bowcott, Director  
Date: July 17, 2023



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Carly Church, Director  
Date: July 17, 2023



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Shelley Gray, Chief Executive Officer  
Date: July 17, 2023