

**SkilledTradesBC**

**2024/25 – 2026/27  
Service Plan**

**February 2024**



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## Board Chair's Accountability Statement



The 2024/25 – 2026/27 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 2024 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 blue ink, appearing to read "Cindy Oliver".

Cindy Oliver  
Board Chair, SkilledTradesBC  
February 09, 2024

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## Strategic Direction

In 2024/25, public sector organizations will remain focused on providing the services and infrastructure that people depend on to build a good life. Public sector organizations will continue to support Government in delivering results that matter to British Columbians including helping people with costs, attainable and affordable housing, strengthened health care, safer communities, and a secure, clean, and fair economy. Public sector organizations will also continue to work closely with Government as it works collaboratively with Indigenous Peoples to implement the Action Plan for the *Declaration on the Rights of Indigenous Peoples Act* and delivers initiatives that advance reconciliation in ways that make a difference in communities throughout the province.

This 2024/25 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 2022/23 mandate letters of the [Minister of Post-Secondary Education and Future Skills](#) and the [Minister of State for Workforce Development](#).

## 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 put people first, build lasting and meaningful reconciliation, combat racism and create equity, fight climate change, and ensure the organization is contributing to B.C.'s strong and sustainable economy that works for everyone.

## Operating Environment

British Columbia has experienced a rapid recovery from the economic impacts of COVID-19, which has brought on challenges as well as opportunities for the skilled trades industry. Through this recovery, SkilledTradesBC continues to prioritize advancing skilled trades in the province to ensure that British Columbians have the right skills to respond to the labour

market demands of today and tomorrow. Factors that are driving SkilledTradesBC's Strategic Plan and initiatives include:

- Ongoing labour and skills shortages
- Global inflation
- Persistent negative perception of the trades
- Commitment to Reconciliation and diversification of the skilled trades
- Changing technologies in the classroom as well as the workplace, including those that will help fight climate change

According to the Labour Market Outlook 2023 edition, increasing retirements of skilled workers and the growing economy continue to contribute to a tight labour market, with over 85,000 job openings expected by 2033. As a result, there is an ongoing need to diversify the workforce and increase participation of Indigenous people, women, youth, and newcomers in the skilled trades. In response to the national need for skilled workers, the federal government has initiated the Federal Skilled Worker Program to fast track immigration for those with skilled trades experience. This includes skilled newcomers invited to work one of 25 priority construction occupations listed under the B.C. Provincial Nominee Program's Skilled Worker stream. With B.C. being a top destination for many newcomers, SkilledTradesBC is preparing to serve and support more newcomers through B.C.'s skilled trades system.

The increase in housing demands in B.C. will also increase the demand for skilled workers to build and maintain residences, buildings, and infrastructure and will further tighten an already constricted labour market.

The affordability challenges of the housing market along with the increasing cost of food and other day-to-day necessities related to global inflation, could also impact workers' choices around timing and location of training.

There is a growing interest in skilled trades careers as more people are realizing the potential and value of the skilled trades. This follows a record-breaking year for apprenticeship registrations with more Indigenous people, women and youth recognizing the trades as a well-paying, rewarding career path. In addition, the labour shortage and challenge to attract and retain skilled workers are encouraging more employers to see the advantage of hiring and training their own apprentices to suit their business needs. SkilledTradesBC's implementation of Skilled Trades Certification is also raising the prestige of the skilled trades, as it reinforces the importance of high-level training and certification. Skilled Trades Certification also contributed to the growth in apprenticeship registrations and certification over the past year and it is anticipated that interest in Skilled Trades Certification will continue to grow.

To ensure that the province has the workforce to fill the jobs of today and tomorrow, increasing apprenticeships amongst underrepresented people is critical. Continued collaboration with industry partners and government to combat racism and other discrimination is contributing to building a more diverse workforce and inclusive workplaces.

These efforts will help attract even more Indigenous people, women, newcomers, and youth to the trades and increase accessibility to trades training and careers.

Truth and Reconciliation and the *Declaration on the Rights of Indigenous Peoples Act* continue to guide SkilledTradesBC's work to build meaningful relationships with Indigenous communities. More Indigenous communities are building capacity to deliver trades training close to home and are finding innovative ways to integrate apprenticeships into their business plans, growing their workforce at the same time. The success of community-based training programs is spreading throughout the province. SkilledTradesBC has an active role in connecting Indigenous communities with the right training providers and industry partners to help create a seamless skilled trades training experience for Indigenous apprentices.

Responding to evolving technology and climate change underpins modernization in trades training to keep up with labour market needs. SkilledTradesBC is enhancing 24/7 access to information and self-serve features for our customers. In support of B.C.'s commitment to reduce emissions and fight climate change, SkilledTradesBC is collaborating with training partners to ensure training curriculum is updated to meet the changing pace of technology, including innovations that address the impacts of climate change.

As B.C.'s economy continues to grow, SkilledTradesBC's vision is clear - to build an inclusive, world-class skilled trades workforce that meets the needs of British Columbians. To meet the organization's mandate and achieve our strategic goals, SkilledTradesBC will respond to the operating environment and evolving needs of the province to advance skilled trades in B.C.

## Annual Economic Statement

B.C.'s economy posted modest growth last year as interest rate increases weighed on the economy, and employment continued to expand, supported by immigration. Inflation in the province continued to ease and the Bank of Canada has not raised its policy interest rate since July 2023. The impact of higher rates on borrowing costs and elevated household debt led to lower consumer spending and reduced home sales. Lumber, natural gas and coal prices declined in 2023, reducing the value of the province's goods exports. Meanwhile, there was a record number of housing starts in the province in 2023. There is uncertainty over the transmission of high interest rates to the residential construction sector and the duration of slower growth for the rest of the economy in B.C. and among our trading partners. The Economic Forecast Council (EFC) estimates that B.C.'s real GDP expanded by 0.9 per cent in 2023 and expects growth of 0.5 per cent in 2024 and 2.1 per cent in 2025. Meanwhile for Canada, the EFC estimates growth of 1.1 per cent in 2023 and projects national real GDP growth of 0.5 per cent in 2024 and 1.9 per cent in 2025. 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 continue to center around interest rates and inflation, including the risk of price increases stemming from geopolitical conflicts, the potential for interest rates remaining higher for longer, and uncertainty around the depth and timing of the impact on housing markets. Further risks include ongoing uncertainty regarding global trade policies, lower commodity prices, climate change impacts and the volatility of immigration levels.

## Performance Planning

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

#### **Description**

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 continued growth of K-12 youth school programs and through 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. School districts will also be introduced to SkilledTradesBC's new youth-focused brand to attract youth to try the skilled trades.

#### **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 first seven trades of 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 of the first seven trades as well as the implementation of new tools to support employers in meeting the new requirements.

- Develop and implement a comprehensive education and engagement program in support of the introduction and implementation for new Skilled Trades Certification trades.
- 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 the first seven 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. Specifically, SkilledTradesBC will apply these along with input from impacted apprentices, employers, and uncertified workers to the implementation of the new Skilled Trades Certification trades.

As part of modernizing trades training, SkilledTradesBC will work with training providers and other partners to advance the greening of skilled trades programs, aligning programs and training with technological advancements and address the impacts of climate change.

**Performance Measures**

Performance Measure[s]	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1a. Increase in youth participating in skilled trades <sup>1</sup>	10,810	>11,000	>11,250	>11,550

Data source: SkilledTradesBC’s Direct Access Information System

<sup>1</sup>Youth 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 improve 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 youths participating in the skilled trades.

Performance Measure[s]	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
1b. New apprenticeship registrations in STC trades <sup>1</sup>	7,400	>7,500	>7,650	>7,750

Data source: SkilledTradesBC's Direct Access Information System

### 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. SkilledTradesBC expects new registrations to further increase as trades are implemented.

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'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

### Description

SkilledTradesBC is committed to making Truth & 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 review our current Community Based Training program and make improvements to ensure it better meets the needs of all involved. This will also be informed by a review of similar programming in other Canadian jurisdictions.

## 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[s]	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
2a. Progression of Indigenous apprentices <sup>1</sup>	56%	≥56%	≥57%	≥58%

Data source: SkilledTradesBC's Direct Access Information System

1 SkilledTradesBC Indigenous apprentices self-identify

## 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 ultimately completion of the apprenticeship journey.

Performance Measure[s]	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target
2b. Indigenous apprentice <sup>1</sup> training environments are free of racism and discrimination	88%	100%	100%	100%
- Technical Training	76%			
- On-the-Job-Training				

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

1 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% for this measure to reinforce that any instance of racism or discrimination is unacceptable and to reinforce its unwavering commitment to Truth and Reconciliation .

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

### Description

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 EDI strategy for the skilled trades.
- Through the renewal of the \$10.3M 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 and funding 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[s]	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3a. New women apprenticeship registrations in underrepresented trades <sup>1</sup>	1,300	>1,350	>1,450	>1,500

Data source: SkilledTradesBC's Direct Access Information System

<sup>1</sup>Underrepresented 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'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[s]	2023/24 Forecast	2024/25 Target	2025/26 Target	2026/27 Target
3b. Increase the proportionality of women in underrepresented trades <sup>1</sup>	6.9%	7.4%	7.9%	8.4%

Data source: SkilledTradesBC's Direct Access Information System

<sup>1</sup>Underrepresented 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 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[s]	2023/24 Actual	2024/25 Target	2025/26 Target	2026/27 Target
3c. Women in underrepresented trades <sup>1</sup> training environments are free of racism, sexism, and discrimination	77%	100%	100%	100%
- Technical Training	59%			
- 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>Underrepresented 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 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% for this measure to reinforce that any instance of racism, sexism or discrimination is unacceptable and to reinforce its unwavering commitment to equity, diversity and inclusion.

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

### Description

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 customers, 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[s]</b>	<b>2023/24 Forecast</b>	<b>2024/25 Target</b>	<b>2025/26 Target</b>	<b>2026/27 Target</b>
4a. Satisfaction with SkilledTradesBC service and supports	Not yet available	≥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.

**Discussion**

This measure indicates whether SkilledTradesBC is effectively aligning with the needs of our clients 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. Research best practices and quality assurance methods are employed throughout the process, including assessments based on the margin of error for each result.



# Financial Plan

## Financial Summary


[\$000s]	2023/24 Forecast	2024/25 Budget	2025/26 Plan	2026/27 Plan
<b>Revenues</b>				
Ministry – Core Operating Grant	106,723	106,960	106,960	106,960
Ministry – Project Based Funding (1)	10,217	10,234	10,234	10,234
Ministry – Other Funding	379	-	-	-
Other Revenue	2,120	1,599	1,497	1,361
<b>Total Revenue</b>	<b>119,439</b>	<b>118,793</b>	<b>118,691</b>	<b>118,555</b>
<b>Expenses</b>				
Training Investment	86,915	88,008	88,008	88,008
Operations (2)	13,494	14,618	14,618	14,618
Engagement (3)	3,567	2,792	2,792	2,792
Business Support	15,463	13,375	13,273	13,137
<b>Total Expenses</b>	<b>119,439</b>	<b>118,793</b>	<b>118,691</b>	<b>118,555</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>10,102</b>	<b>10,102</b>	<b>10,102</b>	<b>10,102</b>
<b>Capital Expenditures</b>	<b>2,941</b>	<b>2,500</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 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 2024. WDA programs continue to be reflected in Training Investment.

(2) Operations includes Management of Training Investment, Program Standards, Assessments, Customer Experience and STC Education and Compliance.

(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 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 professional services, occupancy, exam administration and modernization costs.
- Potential influx into the system of trades workers seeking support and certification resulting from Federal immigration policy and the B.C. Provincial Nominee Program.
- 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 stemming from the implementation of Skilled Trades Certification trades.
- Availability of classroom instructors to provide technical training.

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's 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 \$106.960M.
- 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 the prior year Service Plan and will be determined based on procurement.
- Included in SkilledTradesBC other revenue is interest income, which is assumed to decline after 2025 fiscal year as interest rates stabilize in calendar 2024 and thereafter decline gradually.

## 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



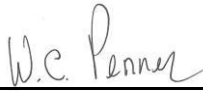
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Laird Cronk, Director  
Date: July 17, 2023



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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



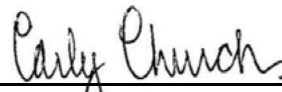
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Peter Baker, Director  
Date: July 17, 2023



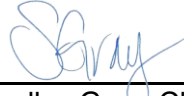
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Mary-Anne Bowcott, Director  
Date: July 17, 2023



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Carly Church, Director  
Date: July 17, 2023



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