

# **Industry Training Authority**

## **2022/23 – 2024/25 Service Plan**

**February 2022**



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Published by the Industry Training Authority

## Board Chair's Accountability Statement



The 2022/23 – 2024/25 the Industry Training Authority 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 2022 have been considered in preparing the plan.

The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, the Industry Training Authority'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 the Industry Training Authority's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink, appearing to read 'Cindy Oliver'. The signature is stylized and written in a cursive-like font.

Cindy Oliver  
Board Chair

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## Strategic Direction and Alignment with Government Priorities

In 2022/2023, public sector organizations will continue to align with and support the Government of British Columbia efforts in responding to the COVID-19 pandemic with a focus on protecting the health, social and economic well-being of British Columbians. Building on our economic, environmental, and social strengths while looking to seize opportunities to improve outcomes for all British Columbians will be an important aspect of each Crown Agency's work as we respond to COVID-19 and recover from devastating floods and wildfires. The policies, programs and projects developed over the course of this service plan period will align with the five foundational principles established by Government in 2020: putting people first, working toward lasting and meaningful reconciliation, supporting equity and anti-racism, ensuring a better future through fighting climate change and meeting our greenhouse gas reduction targets, and supporting a strong, sustainable economy that works for everyone.

This 2022/23 service plan outlines how the Industry Training Authority (ITA) will support the government's priorities including the foundational principles listed above and selected action items identified in the most recent [Crown Agency Mandate Letter](#).

Guided by the accountabilities outlined in the [Industry Training Authority Act](#) the Industry Training Authority (ITA) leads and manages B.C.'s skilled trades training and apprenticeship system. Working with employers, apprentices, industry, labour, training partners, schools, Indigenous and other B.C. communities, and government, the ITA funds training, issues credentials, supports apprenticeships, sets program standards and works to increase opportunities in the skilled trades.

The goals and strategies included in ITA's service plan support government's five foundational principles: to put people first, support equity and anti-racism, work to ensure lasting and meaningful reconciliation in the skilled trades, support efforts to manage climate change, and play an active and significant role in helping government build a strong and sustainable economy that works for everyone.

The ITA's vision, mission, and its values provide a framework for the organization's goals:

1. B.C. has an inclusive trades training and apprenticeship system that reflects our diverse population,
2. Apprentices and employers have the information and support they need for success,
3. B.C.'s trades training and apprenticeship system is innovative to support future apprentices, and
4. Implement Skilled Trades Certification to help address the demand for skilled trades workers and support more apprentices to completion.

This service plan was developed to align with the [Minister of Advanced Education and Skills Training](#) and [Parliamentary Secretary for Skills Training](#) 2021/22 Mandate Letters, government's five foundational principles and other key government strategic priorities.

## **Operating Environment**

### **Economic Growth Statement**

B.C.'s economy has rebounded from the impacts of the COVID-19 pandemic that began in 2020, despite significant pandemic variant and climate-related events. A strong health response, high vaccination rates, increased infrastructure investments and supports for British Columbians struggling through the pandemic has helped the province rebound. While the recovery has broadened over the past year, it remains uneven with sectors like tourism, hospitality and live recreation events not fully recovered. The path of the ongoing economic recovery in B.C. and its trading partners remains highly uncertain. However, rebuild efforts from the November 2021 floods are expected to provide some support to economic activity in the province. The Economic Forecast Council (EFC) estimates that B.C. real GDP expanded by 5.1 per cent in 2021 and expects growth of 4.2 per cent in 2022 and 2.7 per cent in 2023. Meanwhile for Canada, the EFC projects national real GDP growth of 4.1 per cent in 2022 and 2.8 per cent in 2023, following an estimated gain of 4.7 per cent in 2021. As such, B.C.'s economic growth is expected to be broadly in line with the national average in the coming years. The pandemic has increased risks to B.C.'s economic outlook, such as the emergence of further variants of concern, inflationary supply chain disruptions, extended travel restrictions, and the continued impact of the slower recovery in some sectors of the B.C. economy. Further risks include ongoing uncertainty regarding global trade policies, and lower commodity prices.

### **Ongoing impact of COVID-19**

During the COVID-19 pandemic, employment levels in B.C. reached historic lows which impacted training opportunities for apprentices. In response, the ITA and its partners shifted their approach, leveraging technology and agile methods to help mitigate the disruption apprentices and employers experienced.

As the province moved into economic recovery, B.C. experienced a strong response in new apprenticeship registrations and new employer sponsorships in 2021/22. New apprenticeship registrations increased by 31 percent and, new employer sponsors by 44 percent compared to the same period<sup>1</sup> in 2020/21. While these figures show significant growth from the pandemic's initial impact, new apprenticeship registrations remain nine percent below pre-pandemic levels. Assuming recovery trends continue, ITA anticipates a full return of B.C.'s regular apprenticeship population in 2022/23.

### **Responding to the Labour Market**

The skilled trades workforce is critical to B.C.'s economy, and over the next 10 years B.C. will see 83,000 job openings in trades occupations.<sup>2</sup> Many of these jobs will support recovery from the COVID-19 pandemic, help repair infrastructure damaged by extreme weather events, and build B.C.'s low-carbon economy.

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<sup>1</sup> Comparable periods include April to December

<sup>2</sup> BC Labour Market Outlook 2021 - 2031

To help ensure that B.C. has the skilled trades workforce to fill these jobs, the ITA will continue delivering initiatives that support training and completion. The ITA will also continue raising awareness, especially among youth and underrepresented groups, of the many well-paying, high opportunity career options in skilled trades.

The ITA and partners will continue improving outcomes for Indigenous peoples and underrepresented groups in trades training. This includes addressing systemic barriers to entering and remaining in the skilled trades, such as discrimination, racism, sexism, and bullying and harassment.

In addition, the ITA will support the CleanBC plan by working with jurisdictions across Canada to incorporate more clean energy/green technologies into skilled trades program standards.

### **Supporting Skilled Trades Certification**

Government has directed the ITA to support the restoration of compulsory trades, known in B.C. as Skilled Trades Certification (STC). The ITA will develop and expand programs and services for apprentices, employers, and uncertified trades workers to ensure a successful transition to the new regulatory environment.

As part of STC implementation, the ITA will build a new monitoring and compliance function focused on encouraging compliance through education and awareness and strengthening relationships with trades employers, organizations, and communities across the province.

## Performance Planning

**Goal 1: B.C. has an inclusive skilled trades training and apprenticeship system that reflects our diverse population.**

**Objective 1.1: Create a more inclusive, diverse, and accessible trades training culture.**

**Key Strategies:**

- Lead the cultural change needed in the skilled trades to remove barriers that contribute to racialization and/or marginalization of Indigenous peoples and underrepresented groups, including developing ways to address racism, sexism, bullying and harassment, and systemic discrimination in all forms.
- Promote the skilled trades as well-paying, high-opportunity career choices for women, Indigenous peoples, and youth.
- Strengthen existing supports and develop new initiatives to attract, retain, and ensure successful outcomes for Indigenous peoples and underrepresented groups.
- Build partnerships with organizations that will further advance inclusion in skilled trades professions.

Performance Measure(s)	2021/22 Forecast	2022/23 Target	2023/24 Target	2024/25 Target
1.1a Increase of women entering underrepresented trades <sup>1</sup> apprenticeships	785	810	835	860
1.1b Increase of Indigenous peoples entering into apprenticeships	1,180	1,240	1,250	1,260
1.1c Increase the proportion of women in underrepresented trades <sup>1</sup>	5.7%	5.8%	6.1%	6.4%
1.1d Increase the proportion of Indigenous peoples in apprenticeships	7.9%	8.0%	8.1%	8.3%

Data source: The ITA’s Direct Access Information System

<sup>1</sup> Underrepresented trades are those where women represent less than 25% of the apprenticeship population.

### Linking Performance Measure to Objective

1.1a/b Increasing the number of women entering into underrepresented trades and the number of Indigenous peoples in apprenticeships is an indicator of the ITA’s success in: 1) attracting women into trades where participation rates are low, 2) attracting a greater number of Indigenous peoples into the trades, and 3) addressing racism, sexism, and other barriers women and Indigenous peoples experience when entering the trades, including for women in underrepresented trades.



1.1c/d Increasing the proportion of women in underrepresented trades and Indigenous peoples in apprenticeships is an indicator of the ITA's success in: 1) working to change the culture of the skilled trades by eliminating racism and sexism and building more inclusive and diverse workplaces, 2) addressing the barriers women and Indigenous peoples experience when working in the skilled trades, and 3) changing the composition of the trades workforce so that it is more representative of the province's population.

## **Discussion**

Apprentice recruitment and retention helps to assess whether the environment is welcoming and conducive to apprentices staying to complete their training. There has been improvement in the recruitment of women, Indigenous peoples, and members of other underrepresented groups into the trades in recent years, indicating progress in addressing barriers such as sexism, racism, bullying and harassment and changing stereotypes associated with a workforce predominately populated by men.

Trends associated with these performance measures fluctuate, resulting in years where new entrants increase and other years where there are decreases. These measures are also influenced by the economy, including the COVID-19 pandemic's economic impact which led to a decrease in the number of apprentices, and greater impacts were experienced by women and Indigenous peoples. Therefore, forecast and target numbers have changed compared to the 2021/22 Service Plan. Further data analysis will be provided in the Annual Service Plan Report for 2022/23.

**Goal 2: Apprentices and employers have the information and supports they need for success.**

**Objective 2.1: Support more apprentices to complete their apprenticeship journey to build B.C.’s workforce.**

**Key Strategies**

- With system partners, identify programs and supports for apprentices and employers impacted by the pandemic to help increase apprenticeship completions and B.C.’s economic recovery.
- Work with employers and education partners to promote skilled trades careers to youth.
- Work with government to create a multi-year approach to increase the share of apprentices who complete an apprenticeship.

<b>Performance Measure(s)</b>	<b>2021/22 Forecast</b>	<b>2022/23 Target<sup>1</sup></b>	<b>2023/24 Target<sup>1</sup></b>	<b>2024/25 Target<sup>1</sup></b>
2.1a Number of CofQs issued	5,500	5,650	5,850	6,100
2.1b Number of CofQs issued to women	440	455	470	490
2.1c Number of CofQs issued to Indigenous peoples	270	285	305	325
2.1d Youth <sup>2</sup> participating in skilled trades	8,800	9,300	9,400	9,500

Data source: The ITA’s Direct Access Information System

<sup>1</sup> Targets for CofQs issued may be influenced by the introduction on STC.

<sup>2</sup> Youth are defined as between the ages of 16 to 26.

**Linking Performance Measure to Objective**

- 2.1a-c Increasing the number of credentials issued is a signal that employers, apprentices, and other system participants are receiving the information and support they need to provide on-the-job training or earn their Certificate of Qualification.
- 2.1d Youth participation in the skilled trades indicates that the trades training and apprenticeship system will develop enough trades professionals to meet future labour market demands. This measure also corresponds with efforts to promote the recognition of a trades Certificate of Qualification as equivalent to a post-secondary degree. The measure was introduced in 2020/21 and targets youth aged 16 to 26.

**Discussion**

Certificate of Qualification performance measures demonstrate a successful completion to journeyman status which comprises 80 percent supervised on-the-job-training with an employer and 20 percent school-based training. Connecting youth and apprentices in their

schools and communities and with industry and employment opportunities, provides the on-the-job experience needed to enter and complete an apprenticeship and become a certified journey person.

Measurement results are influenced by the economy, including the COVID-19 pandemic impacts and significant policy changes, such as the introduction of STC. For example, the pandemic resulted in exam and class cancellations and a change in ITA policy, including the introduction of waivers for progressive trades, to better support apprentices. Therefore, forecast and target numbers have changed compared to the 2021/22 Service Plan. Further data analysis will be provided in the Annual Service Plan Report for 2022/23.

**Goal 3: B.C.’s skilled trades training and apprenticeship system is innovative to support future apprentices.**

**Objective 3.1: With the ITA’s partners, improve access to the trades training and apprenticeship system through innovation, efficiency, and technology.**

**Key Strategies:**

- Build partnerships with training providers and employers to further advance innovative training models.
- Work with partners to identify efficiencies within the trades training system to improve training.
- Implement technology that offers apprentices and employers the information they need for success.

<b>Performance Measure(s)</b>	<b>2021/22 Forecast</b>	<b>2022/23 Target</b>	<b>2023/24 Target</b>	<b>2024/25 Target</b>
3.1a Employer Satisfaction with ITA Support	81%	≥80%	≥80%	≥80%
3.1b Apprentice Satisfaction with ITA Support	81%	≥80%	≥80%	≥80%

Data Source: Sentis Market Research is commissioned by the ITA to conduct surveys for the purposes of evaluating satisfaction measures. Data is collected by 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.

**Linking Performance Measure to Objective**

3.1a-b Employer and apprentice satisfaction with the ITA support is an indicator of satisfaction of the various supports the ITA offers, including available regional supports.

**Discussion**

Measures 3.1a and 3.1b reflect the ITA’s efforts to align B.C.’s trades training and apprenticeship system with needs of industry. These measures are also an indicator that apprentices are receiving the support needed to succeed and that employers have the right tools to support apprentices. These measures are assessed through multiple satisfaction indicators.

**Goal 4: Implement Skilled Trades Certification to help address the demand for skilled trades workers and support more apprentices to completion.**

**Objective 4.1: Support apprentices, employers, and other system partners in their transition to Skilled Trades Certification in B.C.**

**Key Strategies:**

- Develop accessible supports and programs to assist apprentices, employers, and uncertified workers to transition to STC.
- Develop a fair and transparent monitoring and compliance system to support the implementation of STC.
- Work with government and training organizations to ensure apprentices have access to training opportunities in STC trades.
- Enhance existing programming and supports to assist B.C.’s trade qualifiers in successfully achieving their Certificate of Qualification.

<b>Performance Measure(s)</b>	<b>2021/22 Forecast</b>	<b>2022/23 Target</b>	<b>2023/24 Target</b>	<b>2024/25 Target</b>
4.1a Number of site visits completed by Compliance Officers	N/A	Establish Program	Establish Baseline	TBD
4.1b Number of business days to respond to exam accommodation requests	N/A	Establish Data Collection Methods	Establish Baseline	TBD
4.1c Number of business days to process Trade Qualifier applications	N/A	Establish Data Collection Methods	Establish Baseline	TBD

**Linking Performance Measure to Objective**

- 4.1a Number of site visits completed by Compliance Officers is an indicator of the ITA’s commitment to building awareness with partners of new STC requirements, as well as supporting and encouraging compliance with those requirements.
- 4.1b Timely response to exam accommodation requests submitted by apprentices and trade qualifiers is an indicator of the ITA’s ability to support exam applicants as they pursue certification.
- 4.1c Timely processing of trade qualifier application requests is indicator of the ITA’s ability to support uncertified trades workers to successfully complete their certification, and in the case of STC trades, enable them to continue working in their trade.

## **Discussion**

The first group of STC trades are not expected to be implemented until June 2022, site visits for Compliance Officers will not begin until after the beginning of the fiscal year. Additionally, the ITA will work to develop methods to collect service level data.

## Financial Plan

### Financial Summary

	2021/22 Budget	2021/22 Forecast	2022/23 Budget	2023/24 Budget	2024/25 Budget
<b>Total Revenue (\$000)</b>					
Ministry - Core Operating Grant	98,877	103,271	104,476	105,023	105,023
Ministry - Project Based Funding - Prov (1)	17,813	13,476	10,234	10,234	10,234
Ministry - Other Funding and Grants	-	460	-	-	-
Other Revenue	1,003	1,043	818	818	791
<b>Total</b>	<b>117,693</b>	<b>118,250</b>	<b>115,528</b>	<b>116,075</b>	<b>116,048</b>
<b>Total Expenses (\$000)</b>					
Training Investment (1)	97,174	94,586	89,576	89,326	89,326
Operations (2)	8,360	8,913	9,654	9,654	9,654
Engagement (3)	2,796	3,747	3,657	2,892	2,892
Compliance	-	40	1,666	2,696	2,696
Business Support	9,363	10,964	10,976	11,508	11,481
<b>Total Expenses</b>	<b>117,693</b>	<b>118,250</b>	<b>115,528</b>	<b>116,075</b>	<b>116,048</b>
<b>Net Income</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Liabilities</b>	<b>(7,467)</b>	<b>(7,467)</b>	<b>(7,349)</b>	<b>(7,140)</b>	<b>(7,140)</b>
<b>Accumulated Surpluses/Retained Earnings</b>	<b>(8,558)</b>	<b>(8,936)</b>	<b>(8,936)</b>	<b>(8,936)</b>	<b>(8,936)</b>
<b>Capital Expenditures</b>	<b>2,000</b>	<b>3,290</b>	<b>3,346</b>	<b>2,548</b>	<b>2,000</b>

(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). ITA is assuming that WDA contracts will continue at the same base level as 2020. WDA programs are reflected in Training Investment.

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

(3) Engagement includes Industry Engagement, Communications, Equity & Engagement, and Indigenous Initiatives

## **Key Forecast Assumptions, Risks and Sensitivities**

### **Key Forecast Assumptions:**

The summary financial outlook reflects the following assumptions:

- The ITA will receive a core operating grant of \$104.476. This grant includes an increase to support the implementation of STC over the next three years.
- Funding transferred from the Canada-B.C. Workforce Development Agreement (WDA), supports the delivery of a program for industry and the trades training and apprenticeship system to support pre-apprenticeship programs for equity seeking groups.
- For 2022/23 the WDA revenue returns to its base funding of \$10.23M per fiscal as the COVID rapid response funding comes to an end March 31. Base funded programs will continue throughout 2022/23 and into 2023/24. A public procurement process for base funded programs is planned for early in 2023/24 as agreements reach their four-year completion. It is assumed that new public procurement will result in same base funding as 2022/23.

### **Risks and Sensitivities:**

The ITA expects to experience increased pressures on its training investment and operations from:

- Increased demand of refresher and support programs for learners whose education was interrupted due to COVID-19.
- Increased demand for training seats and sustainable programs in support of participation by underrepresented groups and Indigenous learners in the trades training and apprenticeship system.
- Increased demand for various training programs, exams, and seats to support trade qualifiers as a result of STC requirements.
- Challenges associated with hiring experienced employees to meet the expedient growth requirements associated with the implementation of STC.
- Increased general operating costs in line with consumer price index affecting mainly compensation and occupancy costs.

The ITA will deliver on the goals and strategies in this service plan through core funding from the Ministry of Advanced Education, Skills and Training.

The ITA has no capital projects valued at more than \$50 million. ITA's digital strategy, which will result in an improved customer experience and expanded data to better support evidence-based decision making, is funded from core operating funds.



## Appendix A: Additional Information

### Corporate Governance

The ITA follows the Best Practices Guidelines and disclosure requirements of Crown Agencies and the Board Resourcing Office. The following information may be found on the ITA’s website:

- [Board of Directors](#) members;
- [Board Committees](#) Terms of Reference
- [Senior Leadership Team](#) members;
- [Board of Director’s Terms of Reference](#);
- [Relationship with Minister](#).

### Organizational Overview

Established under the [Industry Training Authority Act](#), ITA’s purposes include:

- a) To manage and support a trades training and apprenticeship system in British Columbia;
- b) To ensure that the trades training and apprenticeship system referred to in paragraph (a) meets the Province’s need for skilled workers;
- c) To work with the Government to achieve the Government’s objectives respecting the trades training and apprenticeship system referred to in paragraph (a);
- d) To promote trades training programs, including by encouraging employers and individuals to participate in those programs;
- e) Other purposes the minister may prescribe.

Based in Richmond, B.C., the ITA leads and coordinates British Columbia’s skilled trades system. The ITA works with employers, apprentices, industry, labour, training providers, school districts, Indigenous communities, and the Government to issue credentials, support apprenticeships, set program standards and increase opportunities in the skilled trades.

The ITA’s vision, mission and values include:

Vision	To create an inclusive, world-class training and apprenticeship system that meets the needs of British Columbia’s economy.
Mission	To build the trades careers that build B.C.

Industry Training Authority

Values	<p><b>Inclusion:</b> We value, recognize and support the rights of all individuals to be accepted in their workplaces without biases based on differences of any kind.</p> <p><b>Respect:</b> We value mutual respect in everything we do and how we do it. Nothing is more important than the respect we have for our people and the trust we put in their skills.</p> <p><b>Excellence:</b> We value a superior experience for all our customers, internal and external, sensing their needs and exceeding their expectations.</p> <p><b>Innovation:</b> We value the spirit and practice of innovation. We believe that change fosters the constant improvement that is crucial for success.</p> <p><b>Collaboration:</b> We value the opinion of others, openness and transparency. With everyone at the table, and everything on the table, we deliver the best results.</p>
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## **Appendix B: Crown 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]  
Minister

Date: July 6, 2021

Enclosure

Honourable John Horgan  
cc: 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

Robert (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

Waldemer Penner  
Director  
Industry Training Authority



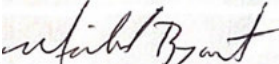

Richard Gibbs  
Director  
Industry Training Authority

Carolyn Church  
Director  
Industry Training Authority

Shelley Gray  
Chief Executive Officer  
Industry Training Authority



2021/22 CROWN MANDATE LETTER TEMPLATE

Board Member	Signature
Cynthia Oliver, Chair	
Robert Davis, Director	
Laird Cronk, Director	<i>Laird Cronk</i>
Peter Baker, Director	
Michelle Bryant, Director	
Mary-Anne Bowcott, Director	
Waldemer Penner, Director	<i>W.C. Penner</i>
Richard Gibbs, Director	
Carolyn Church, Director	<i>Carolyn Church</i>