

# Industry Training Authority

## 2017/18 – 2019/20 SERVICE PLAN

February 2017



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## Accountability Statement

The 2017/18 - 2019/20 Industry Training Authority (ITA) service plan was prepared under the direction of ITA's Board of Directors in accordance with the *Budget Transparency and Accountability Act* and the B.C. Reporting Principles. 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 21, 2017 have been considered in preparing the plan. The performance measures presented are consistent with the Taxpayer Accountability Principles and ITA's mandate and goals. Performance measures focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of ITA's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink, appearing to read 'Gwyn Morgan', written in a cursive style.

Gwyn Morgan, C.M.  
Board Chair

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# Strategic Direction and Context

## Strategic Direction

ITA leads and coordinates British Columbia's skilled trades system. Working with employers, apprentices and trainees, industry and labour, training providers and government, ITA issues credentials, supports apprenticeships, sets program standards and works to increase opportunities in the trades.

ITA's vision and mission flow from the accountabilities defined in the [Industry Training Authority Act](#).

VISION: To create a world-class training and apprenticeship system for British Columbia.

MISSION: To build the trades that build B.C.

This Service Plan is aligned with direction provided by ITA's [2017/18 Mandate letter](#), the [McDonald Report](#) and [B.C.'s Skills for Jobs Blueprint](#). The Mandate letter and recent amendments to the *Industry Training Authority Act* have guided ITA in implementation of a new multi-year strategic planning process. The goals and strategies in this Service Plan were created in conjunction with ITA's Three Year Strategic Plan 2017-19, and are paired with performance measures and targets that support ITA's vision and mission. The Service Plan outlines ITA's commitment to key objectives included in the mandate letter, including: improving apprentice completion rates; focusing on opportunities for youth, women and Aboriginal people in the trades; fostering a culture of innovation; and supporting pan-Canadian Harmonization initiatives. Each of the goals, strategies and objectives referenced above are grounded in the [Taxpayer Accountability Principles](#) (TAP) of efficiency, accountability, service, respect and integrity.

## Operating Environment

ITA's values—respect, excellence, innovation and collaboration—along with the vision and mission are the foundation for ITA's actions and attitudes. These values guide ITA in the pursuit of four identified goals defining what success will look like when ITA delivers on its mission.

ITA is committed to learning from and adapting to the needs of British Columbia's economy, industry and labour, apprentices and training partners. Forecast labour market demand for skilled trades workers is heavily influenced by economic factors. Construction is a major employer of skilled trades and residential and associated industrial and commercial construction remains a strong economic sector in the Lower Mainland, Southern Vancouver Island and the Okanagan. Lumber shipments and manufacturing sales posted year-over-year gains throughout much of 2016. However, other sectors, including non-residential construction, oil and gas, and mining have experienced mixed economic performance. In addition, some skilled trade workers impacted by the economic slowdown in Alberta have moved to B.C., creating more competition for jobs in certain areas of the province. Looking forward, the 2025 B.C. Labour Market Outlook forecasts 109,000 job openings in trades occupations over the ten-year period out to 2025 (6,700 fewer openings than the 113,700 openings projected in the

2024 Outlook). The primary driver is the long-term aging of the workforce across all industries. Up to 75 percent of the projected job openings are to replace retiring workers.

ITA's success is closely linked to our ability to access the best possible industry intelligence and labour market information. We continue to build both internal capacity and external relationships to generate critical and timely information to support effective, data-driven decision-making. ITA's Industry Relations team works with 11 Sector Advisory Groups to validate B.C. Labour Market Outlook data, and ensure that government receives direct feedback from industry leaders.

Industry has indicated a desire for innovation in trades training, particularly to help reduce apprentice time away from work to attend technical training. This desire needs to be balanced with industry's strong preference for safety and first-aid training, and for experiential learning wherein apprentices and trainees perform practical tasks in real or simulated work environments. Industry has also expressed the need for apprenticeship training to keep pace with the rapid development of technology in the trades, particularly in the automotive sector with the mass-market introduction of hybrid, electric and fuel cell vehicles.

Innovation, stemming from ITA's ongoing work at both the provincial and national levels, is also paying dividends by improving apprentice mobility across Canada. Directed by the Forum of Labour Market Ministers, the Pan-Canadian harmonization project is on schedule, with Phase II comprising eight Red Seal trades. Phases III, IV and V are slated to harmonize an additional 15 Red Seal trades. The aim is to have harmonized training in effect for 90 percent of apprentices in Red Seal trades across Canada by 2020.

# Performance Plan

## Goals, Strategies, Performance Measures and Targets

ITA's mission is: *To build the trades that build B.C.*. Our Three-Year Strategic Plan 2017-19 was refined through an extensive stakeholder engagement process. That strategic plan yielded four strategic goals and a set of corresponding strategies to guide ITA's actions. ITA has ensured alignment between the Three-Year Strategic Plan and the goals and strategies outlined in this Service Plan. The performance measures and targets in this Service Plan remain consistent with previous years, but have been re-ordered to ensure continued alignment with ITA's newly-developed goals and strategies. These measures track ITA's progress on delivering our core mission to our customers, partners and stakeholders. ITA's Board is responsible for measuring performance against targets. Results are reported to the Board on a quarterly basis and publicly in ITA's Annual Report. The mission and its associated values and strategic goals support transparency and accountability as required by government under Taxpayer Accountability Principles.

### Goal 1: Improve Quality

ITA will improve the quality of the trades training system for apprentices and employers.

#### Strategies

- Focus on customers—apprentices and their employer-sponsors—to ensure that customer needs are at the center of all ITA decisions and that the organization helps guide apprentices and employer-sponsors smoothly through the industry training system.
- Expand customer support with new and improved web-based and mobile tools that enable self-service access to relevant information for apprentices and employer-sponsors.
- Improve tracking of apprentice progress toward completion of in school and on-the-job training and use this information to provide outreach assistance and information to apprentices that will help them progress through training and obtain a credential.
- Engage with apprentices, industry, and employer-sponsors to measure satisfaction with the training system and identify areas for improvement.
- Report on quality and effectiveness through publishing an annual 'report card' of the trades training system.

**Performance Measure 1: Sponsor Value Index**

Performance Measure	2015/16 Actual	2016/17 Forecast <sup>1</sup>	2017/18 Target	2018/19 Target	2019/20 Target
Sponsor Value Index	78	80	80	80	80

**Data Source:** Sentis Market Research.

<sup>1</sup> Since 2012/13, Sentis Market Research has been commissioned by ITA to conduct the survey for this performance measure. Data is collected by combined telephone and online surveys. Industry best practices and quality assurance methodologies are employed throughout the process. Survey Analysis will include a margin of error within which this score is intended to fall.

**Discussion**

The willingness of sponsors to take on apprentices and encourage other employers to do so is dependent on the perceived value of apprenticeship to their businesses. Employers must believe that their involvement in apprenticeship provides a return on investment, and they must feel that the administrative aspect of an apprenticeship is manageable.

ITA is striving to improve the value and experience of apprenticeship for employer-sponsors. Our internal ability to respond to employer-sponsor and apprentice feedback is supported by our investment in improved technologies; field intelligence gathered by ITA’s 15 regionally based Apprenticeship Advisors and by our sector focused Managers of Industry Relations. In 2016, ITA embarked on a new partnership with the British Columbia Chamber of Commerce to engage past, current and potential employer-sponsors. In 2017/18, we will work with the Chamber to explore joint initiatives and communications efforts to empower employers with the resources they need to provide successful apprenticeships.

The Sponsor Value Index is a measure of the sponsor-perceived benefits of hiring apprentices. It provides ITA with insights to guide improved program delivery and training outcomes. This is an annual survey of approximately 700 employers that sponsor apprentices. The results are calculated using satisfaction and importance ratings based on four statements:

1. Training/skills of apprentices align with company needs
2. Apprentices increase profitability
3. Sponsorship provides recruiting/retention advantages
4. Administrative requirements of sponsorship are manageable.

ITA has a set target of 80 percent sponsor satisfaction. This is consistent with practice in many private sector organizations.

**Performance Measure 2: Satisfaction with ITA Credentials**

Performance Measure <sup>1</sup>	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Satisfaction with ITA Credentials:					
• Employers	80%	80%	80%	80%	80%
• Credential Holders.	83%	86%	86%	86%	86%

**Data Source:** Sentis Market Research.

<sup>1</sup> Since 2012/13, Sentis Market Research has been commissioned by ITA to conduct the survey for this performance measure. Data is collected by combined telephone and online surveys. Industry best practices and quality assurance methodologies are employed throughout the process. Survey analysis will include a margin of error within which this score is intended to fall.

**Discussion**

The satisfaction measures are survey-based measurements on a 100-point index relative to several potential benefits of holding a credential, including:

- Demonstrating skill sets to employers
- Competitive employment/promotion advantage
- Contribution to earning potential and employer profitability
- Ability to work across Canada or abroad.

Credentials are ITA’s primary output. Their value rests in the satisfaction that customers—both credential holders and employers—have with the credentials. Satisfied customers mean that an ITA ‘ticket’ has real value: Employers rely on it as a measure of competency and productivity; and workers covet it as a key to employability and pride.

The level of satisfaction with ITA credentials is an indicator of the extent to which ITA is serving its customers, meeting the needs of industry with relevant program standards, and contributing to career opportunities.

Satisfaction levels have remained largely consistent over the past several years, indicating ongoing high levels of satisfaction with ITA-issued credentials. Targets going forward reflect ITA’s ongoing effort to ensure that alignment between industry needs and ITA programs can be consistently reflected within an index that is made up of multiple satisfaction indicators. ITA’s targets for employers are similar to those for sponsors, with a target of 80 percent satisfaction. For credential holders, ITA’s targets are higher, reflecting the additional value that those who earn credentials should feel with their achievement.

## Goal 2: Right Skills, Right Place, Right Time

ITA will ensure the trades training system delivers the right skills, in the right place, at the right time to meet the needs of the B.C. economy.

### Strategies

- Engage with industry to validate B.C.’s forecast of future job openings and training needs.
- Align trades training funding to industry demand for skilled trades workers.
- Ensure apprenticeship progression and completion rates continue to improve through targeted initiatives and supports for customers to make sure we have the workers that industry needs.
- Enhance youth programs to increase opportunities for elementary and high school students to gain exposure to and experience with the trades.
- Support groups facing barriers in trades training to ensure the recruitment and success of Aboriginal people, women, immigrants, and people with disabilities through programs funded by the Canada-BC Job Fund and by partnerships with industry and training system stakeholders.

### Performance Measure 3: Continuation Rates for Foundation Programs

Performance Measure	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Continuation from Foundation to Apprenticeship	53%	58%	60%	60%	60%

**Data Source:** ITA Direct Access<sup>2</sup>.

<sup>2</sup> ITA's Direct Access information management system was custom designed to meet ITA's specific customer service and performance management requirements. It is subject to clear data entry procedures and business rules.

### Discussion

This measure is tracked and included in ITA’s monthly statistical reports. Foundation programs are one of the ITA’s pathways to the skilled trades in addition to the traditional apprenticeship pathway, and a key factor in attracting people to the skilled trades who would not otherwise consider trades as a career. In past years, this measure included results from ITA youth program participants from the Train and Work in Trades programs (formerly known as Accelerated Credit Enrolment in Industry Training and Secondary School Apprenticeship). ITA will begin separate measuring of continuation rates from youth programs to apprenticeship and will add this as a performance measure in the 2018/19 Service Plan. This measure provides clarity on the value of youth participation in pre-apprenticeship programs as an effective pathway to apprenticeship. Youth programs are highly effective as they reach out to youth at an earlier stage in life and provide them with additional opportunities to experience the skilled trades.

ITA will work with industry and trades training partners to explore possibilities to increase continuation rates through initiatives such as better pre-screening and improving job placement mechanisms.

**Performance Measure 4:            Number of Credentials Issued**

Performance Measure	2015/16 Actual	2016/17 Forecast <sup>1</sup>	2017/18 Target	2018/19 Target	2019/20 Target
Number of Credentials Issued	7,640	7,938 <sup>3</sup>	8,335	8,752	9,200

**Data Source:** ITA Direct Access<sup>2</sup>.

<sup>1</sup> Targets are based upon a 5 percent increase, year over year.

<sup>2</sup> ITA's Direct Access information management system was custom designed to meet ITA's specific customer service and performance management requirements. It is subject to clear data entry procedures and business rules.

<sup>3</sup> Changes to programming are underway to deliver innovations that improve quality and, as a result, the credentialing model for welding is in transition. Certificates of Qualification for Welder Level C are transitioning to Certificates of Completion for Welder Foundation programs.

**Discussion**

Targets are set to align with provincial labour market requirements while taking into account trends in apprenticeship and the length of time apprentices typically spend in their training programs. Each credential issued signals that an additional member of the workforce possesses the occupational skills needed to carry out a particular trade, benefitting both the trades workers and prospective employers. The number of credentials issued depends on the efficient functioning of the training system as a whole—from recruitment into apprenticeship, to availability of work-based and technical training, to effective assessment tools and program completion. The number of credentials issued is the most concrete of ITA performance measures; however, it is also strongly influenced by external factors such as fluctuations in the economy and labour market, and the value employers place on certification.

Additional apprentice completion initiatives introduced by ITA that have positively affected the completion performance measure are:

- Deployment of 15 Apprenticeship Advisors to cover all regions of B.C., providing on-the-ground support in navigating the system to apprentices, sponsors, and training providers.
- Hiring a Manager of Apprenticeship Completions to coordinate and lead completion strategies.

ITA will continue to monitor closely targets for certifications issued in light of program changes and fluctuating projections of labour market demand and will adjust future forecasts accordingly.

**Performance Measure 5: Match Labour Market Information Data with Training Investment in the High Opportunity Trades**

Performance Measure	2015/16 Actual	2016/17 Forecast	2017/18 Target	2018/19 Target	2019/20 Target
Percentage of ITA-funded Foundation seats in top in-demand trades	72%	76%	78%	80%	80%

**Data Source:** 2025 B.C. Labour Market Outlook and feedback from industry through Sector Advisory Groups

**Discussion**

Apprentices have an employer-sponsor and are meeting a demand in the economy while Foundation students are being trained to move into apprenticeships that fill labour market demand for entry-level workers. ITA is working to meet the commitments outlined in *B.C.’s Skills for Jobs Blueprint* to align skills investments with the high opportunity trades. Allocating funding to Foundation training seats in these high opportunity trades ensures investments in the right trades in response to forecast labour market demand. When targets were initially developed for this measure they were based on the high-demand trades identified on the 2025 labour Market Outlook and did not include Sector Advisory Group feedback. Subsequently, through extensive discussions with Sector Advisory Groups, ITA learned that there are additional, major needs for people to enter the Automotive sector and other key trades, which are experiencing or projecting a shortage of skilled trades workers. In response to industry demand, ITA adjusted foundation seat funding to meet these projected needs.

**Goal 3: Innovation and Collaboration**

ITA will continue to increase innovation and collaboration across B.C.’s trades training system to meet the needs of apprentices and employers.

**Strategies**

- Encourage innovation in the trades training system to improve apprenticeship outcomes and completion through measuring outcomes from innovative pilot projects and sharing information on successful innovative training models with partners in trades training.
- Enhance collaboration between industry and training providers to improve the delivery of trades training through leveraging insights from Sector Advisory Groups and encouraging regional partnerships.
- Improve apprentices’ ability to move between provinces/territories and maintain/complete their apprenticeship in accordance with the Forum of Labour Market Ministers’ Pan-Canadian harmonization initiative and apprentice mobility protocol.

**Performance Measure 6: Mobility and Harmonization Initiatives Implemented for Apprentices**

Performance Measure	2015/16 Actual	2016/17 Forecast <sup>1</sup>	2017/18 Target	2018/19 Target	2019/20 Target
100% Implementation of CCDA Harmonized Trades.	100%	100%	100%	100%	100%

**Data Source:** Canadian Council of Directors of Apprenticeship (CCDA), New West Partnership, Pan-Canadian Apprenticeship Mobility Protocol.

<sup>1</sup> Targets are in line with the Harmonization schedule for implementation of technical training level 1 by agreed upon dates.

**Discussion**

The Canadian Council of Directors of Apprenticeship (CCDA) has identified 30 Red Seal trades for harmonization in five phases by 2020. The project focuses on substantively aligning each trade and includes analysis of the differences in provincial and territorial apprenticeship requirements across Canada. Following consultations with industry and training stakeholders, the CCDA has confirmed the following priorities for action:

- Sequencing of technical training curriculum content.
- Aligning total training hours (combined in-class and on-the-job).
- Aligning jurisdictional trade names and definitions.
- Use of the most recent national occupational analyses and/or Red Seal Occupational Standards for provincial and territorial technical training curriculum development.
- Specific to the Mobile Crane trades, aligning weight restrictions and equipment classifications.

In accordance with the schedule set out by CCDA, 66 percent of apprentices in Red Seal trades across the country will be in harmonized training by September 2017, and 90 percent will be in harmonized training by 2020. ITA continues to demonstrate leadership on this initiative, working with CCDA, Employment and Social Development Canada, and the 12 other Canadian apprenticeship jurisdictions to advance these goals.

**Goal 4: Information and Support**

ITA will provide British Columbians with information and support to encourage participation and improve success in the trades training system.

**Strategies**

- Encourage more employers to sponsor apprentices through sharing information about the benefit of apprenticeship training, ITA’s online Employer Recruitment tool, Chamber of Commerce partnerships and Apprenticeship Advisor Sponsor Information Sessions.

- Use data about apprentices and employer-sponsors to anticipate their needs and provide customized information that enables apprentices to succeed in training and successfully complete their apprenticeship.
- Promote partnerships and outreach in all regions of B.C. to provide information about the value of apprenticeship and how important it is to succession planning for businesses.

**Performance Measure 7: Total Registered Sponsors**

Performance Measure	2015/16 Actual	2016/17 Forecast <sup>1</sup>	2017/18 Target	2018/19 Target	2019/20 Target
Total Registered Sponsors	10,298	10,500	11,000	11,500	12,000

**Data Source:** ITA Direct Access<sup>2</sup>.

<sup>1</sup> Targets are based upon an increase of 500 registered sponsors, year over year.

<sup>2</sup> ITA's Direct Access information management system was custom designed to meet ITA's specific customer service and performance management requirements. It is subject to clear data entry procedures and business rules. Management is fully confident in the resulting data.

**Discussion**

With additional and higher quality information regarding the value of an apprenticeship provided to industry, ITA expects more employers will be encouraged to sponsor apprentices, resulting in an increased number of total sponsors. Registered employer-sponsors provide the work-based training that is the building-block of most apprenticeships. Approximately 80 percent of an apprentice's learning takes place on the job where supervising journeypersons pass on their knowledge and trade skills. The availability of employer-sponsors who can offer high quality work-based training and a wide scope of trade skills determines how many people can pursue apprenticeship at any given time, and how quickly apprentices can complete their training and obtain certification.

ITA has been actively pursuing new Employer Sponsors through the use of the online Employer Sponsor Recruitment campaign, partnerships with Chambers of Commerce to share information about how to sponsor apprentices and offering province-wide Apprenticeship Advisor-led sponsor information sessions to educate and inform industry.

ITA's performance target for certifications issued shows five percent increases year-over-year. Given the strong, but not exact, correlation between numbers of sponsors and numbers of employed apprentices, targets for this measure grow by a similar amount. ITA's industry engagement efforts have been successful in growing the number of employer-sponsors from 9,188 in 2012-13 to over 10,000.

As noted in the discussion section for performance measure four, (i.e., Number of Credentials Issued) the future labour market outlook for skilled trades shows a softening of labour market demand and may impact the number of new or replacement sponsors. ITA will continue to monitor its targets for sponsors closely and will adjust future forecasts accordingly based on anticipated labour market demand.

# Financial Plan

## Summary Financial Outlook

	2015/16 Actual	2016/17 Forecast	2017/18 Budget	2018/19 Budget	2019/20 Budget
<b>Total Revenue (\$000)</b>					
Ministry - Core Operating Grant	94,444	96,434	96,974	97,679	97,679
Project Based Funding - Prov(1)	11,104	11,372	10,190	-	-
Other Revenue	1,512	1,371	1,318	1,318	1,318
<b>Total</b>	<b>107,060</b>	<b>109,177</b>	<b>108,482</b>	<b>98,997</b>	<b>98,997</b>
<b>Total Expenses (\$000)</b>					
Industry Engagement	1,623	805	910	960	1,010
Define Standards	1,672	2,200	2,000	1,950	1,900
Deliver Assessments & Certification	2,143	2,253	2,260	2,260	2,260
Invest in Training Pathways (2)	88,276	99,415	95,540	85,555	82,055
Customer Contact Centre	3,063	3,030	3,080	3,080	3,080
Communication	2,690	1,243	712	772	772
Business Support	7,168	7,731	7,980	7,920	7,920
<b>Total Expenses</b>	<b>106,635</b>	<b>116,677</b>	<b>112,482</b>	<b>102,497</b>	<b>98,997</b>
<b>Net Income</b>	<b>425</b>	<b>(7,500)</b>	<b>(4,000)</b>	<b>(3,500)</b>	<b>0</b>
<b>Total Liabilities (even if zero)</b>	<b>6,440</b>	<b>6,322</b>	<b>6,204</b>	<b>6,086</b>	<b>5,968</b>
<b>Accumulated Surpluses/Retained Earnings (even if zero)</b>	<b>22,830</b>	<b>15,330</b>	<b>11,330</b>	<b>7,830</b>	<b>7,830</b>
<b>Capital Expenditures</b>	<b>1,763</b>	<b>1,800</b>	<b>1,540</b>	<b>1,140</b>	<b>1,430</b>

(1) Project based funding transferred from the Province to the ITA annually through a Federal agreement. In 2016/17, ITA received additional one-time funding to address key strategic priorities that arose during the fiscal year. Project based funding for 17/18 is consistent with the base funding received in 16/17. Funding amounts for 2018/19 onwards are unknown at the time of Service Plan drafting but are expected to remain at levels consistent with previous years.

(2) The investment includes the capital grants to the School Districts in support of YTCEP, as well as project based funding.

(3) Approval for ITA to run a deficit was obtained from the Minister of Finance and the Minister of JTST to support the YTCEP

## Key Forecast Assumptions

The summary financial outlook reflects the following assumptions:

- The Ministry of Jobs, Tourism and Skills Training and Responsible for Labour, in cooperation with the ITA, has developed a Youth Trades Capital Equipment Program (YTCEP) to enable schools to purchase trades training equipment needed to support the delivery of ITA's Youth Trades Programs. The amount budgeted is a maximum of \$15 million over a 3-year period, with a first year allocation of \$7.5 million. This program will be funded from ITA's Accumulated Surplus, creating an approved deficit for a three-year period ending 2018/19.
- ITA will continue to receive a core operating grant from the Ministry of Jobs, Tourism and Skills Training and Responsible for Labour (excluding project-based funding). The core operating grant was increased in 2016/17 and ongoing for additional youth program funding. Reduction in Training Pathways is due to the lack of confirmation for project-based funding from the Canada Job Fund, a program for industry and trades training to support pre-apprenticeship programs for under-represented groups such as women, aboriginal people and immigrants.

## Forecast Risks and Sensitivites

Increased pressures on ITA's training investment may result from:

- Alignment with labour market demand information
- Increase in training hours or classes required as a result of harmonization
- Sector Advisory Groups' input on effective training models
- Implementation of the refreshed Youth Strategy to achieve targets outlined in the B.C. Education Blueprint.

Increased operational pressure on ITA will result from harmonization efforts, which include extensive consultation with industry and training providers and comprehensive communication.

## Management Perspective on Future Financial Outlook

Key activities envisioned within this Service Plan will be primarily funded within the core operating grant. These activities are aligned with delivering on ITA's Mandate Letter, the recommendations of the 2014 [McDonald Report](#) as well as the outcomes specified in the [B.C.'s Skills for Jobs Blueprint](#).

ITA is not a capital intensive organization and has no capital projects valued at more than \$50 million. Capital activity of approximately \$1.5 million is primarily focused on ITA's digital strategy and is funded from ITA's core operating funds.

## **Significant IT Projects**

As part of the vision to build a world-class apprenticeship system, and in response to the McDonald report, ITA has committed to more effective use of information technology and data. The ITA is investing resources in a technology platform supporting a series of business initiatives designed to advance ITA's strategic goals and objectives through the use of IT. These Customer Relationship Management (CRM) based technologies are improving communications, customer support, and stakeholder engagement. As well, business intelligence technologies are increasingly being used to support evidence-based decision making within key business functions such as Training Investment. Capital budget for these initiatives is \$1.5 million per year.

## Appendix A:

### Hyperlinks to Additional Information

#### Corporate Governance

ITA follows the BRDO's Best Practices Guidelines and disclosure requirements

- [Board of Directors](#) members;
- Board Committee terms of reference ([Audit Committee](#), [Governance Committee](#), [Human Resource Committee](#));
- [Senior Leadership Team](#) members;
- [Board of Director's Terms of Reference](#);
- [Relationship with Minister](#);

#### Organizational Overview

Established under the [Industry Training Authority Act](#), the purposes of ITA are the following:

- (a) to manage and support an industry training and apprenticeship system in British Columbia;
- (b) to ensure that the industry 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 industry training and apprenticeship system referred to in paragraph (a);
- (d) to promote industry training programs, including by encouraging employers and individuals to participate in those programs;
- (e) other purposes the minister may prescribe.

#### Mission, Vision & Values

ITA's Vision: To create a world-class training and apprenticeship system for British Columbians.

ITA's Mission: To build the trades that build B.C.

#### ITA's Values:

**RESPECT.** 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.

**EXCELLENCE.** We value a superior experience for all of our customers, internal and external, sensing their needs and exceeding their expectations.

*INNOVATION.* We value the spirit and practice of innovation. We believe that change fosters the constant improvement that is crucial for success.

*COLLABORATION.* We value the opinion of others, openness and transparency. With everyone at the table, and everything on the table, we deliver the best results.

Based in Richmond, ITA leads and coordinates British Columbia's skilled trades system. ITA works with employers, employees, industry, labour, training providers and government to issue credentials, support apprenticeships, set program standards, and support increased opportunities in the trades.