

SkilledTradesBC

2026/27 – 2028/29
Service Plan

February 2026



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<https://skilledtradesbc.ca>

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Board Chair's Accountability Statement



The 2026/27 – 2028/29 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 2026, have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act*, SkilledTradesBC's mandate and goals, and focus on aspects critical to the organization's performance. The targets in this plan have been determined based on an assessment of SkilledTradesBC's operating environment, forecast conditions, risk assessment and past performance.

Signed on behalf of the Board by:

A handwritten signature in black ink, appearing to read "C. Oliver".

Cindy Oliver
Board Chair, SkilledTradesBC
February 6, 2026

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Strategic Direction

In 2026/27, the public sector organizations will do their part to support the Government of British Columbia's prioritizing support for people by taking action to make life better for everyone.

Despite a challenging fiscal environment due to global uncertainty, trade relationship reordering, and low resource prices, over the past year Government made significant progress on efforts to reduce costs for British Columbians, hire more doctors and nurses, and build more homes, hospitals and schools, faster. Crown Agencies will continue to advance these key priorities even as tariffs, trade policies, and instability outside of the province's borders continue to put pressure on the province's finances.

Ongoing fiscal pressure means all parts of Government, including Crown Agencies must continue to do their part to maximize efficiencies and make sure every dollar counts.

To respond to these extraordinary times, Crown Agencies will support Government's focus on expanding trade and investment both within Canada and abroad and delivering major projects that offer good jobs and opportunities for people and communities. This focus on economic growth and prosperity is critical to delivering the revenue needed to provide services and infrastructure.

Good relationships and mutually beneficial partnerships with First Nations are critical to building a better future for everyone in British Columbia. Crown Agencies will continue supporting efforts to implement the Declaration on the Rights of Indigenous Peoples Act Action Plan. Through collaboration and open dialogue, we aim to foster trust, stability and certainty for all.

This 2026/27 service plan outlines how SkilledTradesBC will support the Government's priorities and selected action items identified in the most recent [Mandate Letter](#).

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. In addition, with the significant increase in [trades training funding announced in 2025](#), SkilledTradesBC is committed to expanding access to training and accelerating workforce development in priority sectors. Following consultation with system partners in 2026, future service plans and performance measures will be updated to more fully reflect this new context and ensure SkilledTradesBC continues to meet government priorities.

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, which includes growing the economy by creating good jobs across British Columbia.

Performance Planning

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

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

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1a. Increase in youth participating in skilled trades ^{1,2}	10,200	>2025/26 Actual	>2026/27 Actual	>2027/28 Actual

Data source: SkilledTradesBC's Direct Access Information System

¹The measure targets youth aged 16 to 26 and is based on the number of new registrations in apprenticeship and youth programs.

²Due to limitations of forecasting, targets demonstrate our intention to see continued growth in place of specific figures.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
1b. New apprenticeship registrations in STC trades ^{1,2}	4,350	>2025/26 Actual	>2026/27 Actual	>2027/28 Actual

Data source: SkilledTradesBC's Direct Access Information System

¹STC trades include the first seven Skilled Trades Certification trades implemented in December 2023.

²Due to limitations of forecasting, targets demonstrate our intention to see continued growth in place of specific figures.

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 closely with government to allocate the additional investment in trades training announced in 2025, focused on increasing per-seat funding and addressing waitlists to ensure British Columbians can achieve their certifications in a timely manner.
- SkilledTradesBC will work with partners to enhance the perception of skilled trades careers and as a career of choice.
- Increase participation in skilled trades apprenticeship, focusing youth and underrepresented populations and partnerships with employers, training providers and industry associations.

Objective 1.2: Modernize B.C.'s apprenticeship and trades system to align with technological advancements and evolving labour market needs.

Key Strategies

- Advance Skilled Trades Certification, starting with the crane operator trades, ensuring there is meaningful engagement across training and industry partners and communities.
- Monitor and manage compliance with Skilled Trades Certification through a progressive, fair and equitable approach that supports employers in aligning with the requirements.
- Ensure program standards are reflective of the changing technologies that impact skilled trades, including those resulting from climate change.

Goal 2: We will focus on strengthening our partnerships on the journey towards Truth and Reconciliation

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

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
2a. Progression of Indigenous apprentices ^{1,2}	54%	>2025/26 Actual	>2026/27 Actual	>2027/28 Actual

Data source: SkilledTradesBC's Direct Access Information System

¹ SkilledTradesBC Indigenous apprentices self-identify.

² Due to limitations of forecasting, targets demonstrate our intention to see continued growth in place of specific figures.

Performance Measure	2025/26 Actual ³	2026/27 Target	2027/28 Target	2028/29 Target
2b. Indigenous apprentice training environments are free of racism and discrimination ^{1,2} - Technical training - On-the-job-training	89% 80%	100%	100%	100%

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.

² SkilledTradesBC has set a target of 100 per cent for this measure to reinforce that any instance of racism, sexism or discrimination is unacceptable and our unwavering commitment to Truth and Reconciliation.

³ 236 self-identifying Indigenous apprentices participated in the survey, representing a response rate of 7.3 per cent.

Objective 2.1: Increase meaningful and accessible opportunities for Indigenous Peoples in the skilled trades.

Key Strategies

- Collaborate with Indigenous communities to ensure skilled trades training meets their needs and is accessible and relevant to Indigenous peoples.
- Continue to work with the Indigenous Advisory Council to provide advice, guidance and feedback on organizational programs and priorities in support of Indigenous clients.
- Ensure our Community Based Training program delivers on the needs of those involved and participating communities by continuing to engage with Indigenous Advisory Council, First Nations communities, training providers and industry.

Objective 2.2: Demonstrate our ongoing commitment to lasting and meaningful reconciliation through the evolution of trades training delivery and programs.

Key Strategies

- Collaborate with employers, industry and training partners to foster environments free of racism and discrimination.
- Apply learnings and insights from the review of programs, policies and processes impacting Indigenous apprentices, to ensure they are accessible, culturally relevant and meet the needs of everyone involved.

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

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

Performance Measures

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
3a. New women apprenticeship registrations in underrepresented trades ^{1,2,3}	815	>2025/26 Actual	>2026/27 Actual	>2027/28 Actual

Data source: SkilledTradesBC's Direct Access Information System

¹ Women apprentices self-identify.

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

³ Due to limitations of forecasting, targets demonstrate our intention to see continued growth in place of specific figures.

Performance Measure	2025/26 Forecast	2026/27 Target	2027/28 Target	2028/29 Target
3b. Increase the proportionality of women in underrepresented trades ^{1,2,3}	6.2%	>2025/26 Actual	>2026/27 Actual	>2027/28 Actual

Data source: SkilledTradesBC's Direct Access Information System

¹ Women apprentices self-identify.

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

³ Due to limitations of forecasting, targets demonstrate our intention to see continued growth in place of specific figures.

Performance Measure	2025/26 Actual	2026/27 Target	2027/28 Target	2028/29 Target
3c. Women in underrepresented trades training environments are free of racism, sexism, and discrimination ^{1,2,3} - Technical training - On-the-job training	82% 74%	100%	100%	100%

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

¹ Women apprentices self-identify

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

³ SkilledTradesBC has set a target of 100 per cent for this measure to reinforce that any instance of racism, sexism or discrimination is unacceptable and our unwavering commitment to equity, diversity and inclusion.

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

Key Strategies

- Build up equity, diversity, and inclusiveness programming for underrepresented apprentices throughout the whole apprenticeship journey, fostering a welcoming environment for all.
- Continue to build and deepen partnerships with community service providers to ensure the equity, diversity and inclusion programming in trades training is accessible to all British Columbians.

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

Key Strategies

- Collaborate with employers, industry and training partners to foster environments free of racism, sexism and discrimination.
- Ensure our programs, processes, and policies are accessible and respond to the needs of apprentices from underrepresented groups.

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

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

Performance Measures

Performance Measure	2025/26 Actual	2026/27 Target	2027/28 Target	2028/29 Target
4a. Satisfaction with SkilledTradesBC service and supports - Apprentices - Sponsor employers	81% 83%	≥80%	≥80%	≥80%

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

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 services 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.

Financial Plan

Financial Summary

[\$000s/\$m]	2025/26 Forecast	2026/27 Budget	2027/28 Plan	2028/29 Plan
Revenues				
Ministry – Core Operating Grant	107,221	161,221	187,221	214,221
Ministry – Project-Based Funding (1)	8,194	8,194	8,194	8,194
Ministry – Other Funding	48	-	-	-
Other Revenue	1,732	1,977	1,977	1,977
Total Revenue	117,195	171,392	197,392	224,392
Expenses				
Look West Strategy: Investing in Skills Training (2)	-	54,000	80,000	107,000
Training Investment	88,031	86,589	85,821	85,034
Operations (3)	13,723	14,562	14,863	15,171
Engagement (4)	1,953	1,835	1,875	1,916
Business Support	13,488	14,406	14,833	15,271
Total Expenses	117,195	171,392	197,392	224,392
Annual Surplus (Deficit)	-	-	-	-
Total Debt	-	-	-	-
Accumulated Surplus (Deficit)	10,326	10,326	10,326	10,326
Capital Expenditures	1,892	2,250	2,000	2,000

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

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

(2) During the next three years, the Province will double trades-training funding and permanently strengthen B.C.'s trades-training system through a \$241 million investment.

(3) Operations include management of Training Investment, Program Standards, Assessments, Customer Experience and Skilled Trades Certification.

(4) Engagement includes External Engagement, Training Inclusion and Access, and Truth and Reconciliation initiatives.

Key Forecast Assumptions, Risks and Sensitivities

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

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

- Training provider ability to meet technical training demand in a swift, effective and efficient manner, including instructor availability.
- Continued demand for training seats, supports and certification resulting from the implementation of Skilled Trades Certification.
- Continued demand for training seats and sustainable programs to support access and participation for equity-seeking groups.
- Continued demand for training seats and sustainable programs for Indigenous learners, including through Community-Based Training.
- Increased general operating costs in line with the consumer price index affecting all areas of operations, with a substantial impact on exam administration, occupancy, professional services and modernization costs.

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

Management's Perspective on Financial Outlook

The financial summary reflects the following forward-looking assumptions:

- SkilledTradesBC will receive a core operating grant of \$161.2 million, \$187.2 million, and \$214.2 million in 2026/27, 2027/28 and 2028/29, respectively.
- Project-based funding transferred from the Canada-British Columbia Workforce Development Agreement is budgeted at the same level as incurred in the previous year.
- The underlying drivers for other revenue, which includes interest income, are assumed to continue declining in the 2026/27 fiscal year, commensurate with consensus forecasts for the Bank of Canada prime rate. Revenues associated with the printing of learning resource royalties are also expected to decrease, as SkilledTradesBC no longer holds exclusive control over resource production.

Appendix A: Mandate Letter from the Minister Responsible



May 29, 2025
Our Ref. 146065

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

Dear Cindy Oliver:

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

Public sector organizations—including Crown corporations, Health Authorities and Post-Secondary Institutions—support British Columbians by delivering vital public services and are accountable to the public through their Minister responsible. Your continued leadership in advancing and preserving the public interest strengthens trust in public institutions.

This mandate letter, which I am sending in my capacity as Minister responsible for SkilledTradesBC, communicates our government's priorities for the entire public sector and provides specific direction and expectations of your organization for the duration of Government's term.

Government's priority is to make a tangible difference in people's lives through growing the economy, creating good paying jobs, strengthening health care and making our communities and neighbourhoods safer for British Columbians. British Columbians expect public sector organizations to deliver responsible, quality services equitably in all regions across the province. This includes strategic stewardship in planning, operations, financial, risk, and human resource management including information security and privacy protection. Providing equitable service requires due consideration of the diverse needs of local communities with specific attention to the unique needs of rural, remote and First Nation communities.

.../2

In the current economic and fiscal context including the threat of U.S. tariffs and other global economic challenges affecting British Columbian families, your organization is to work with ministry staff to review all existing programs and initiatives to ensure programs remain relevant, efficient, sustainable, grow the economy, and help keep costs low for British Columbians. Public sector organizations are expected to adhere to the principles of: cost consciousness, accountability, appropriate compensation, service, and integrity. This includes following the spirit and intent of core government fiscal management practices to make all efforts to achieve administrative and operating efficiencies while delivering core programs and services.

Strategic stewardship requires public sector organizations keep up-to-date systems and implement effective cybersecurity practices, including maintaining information management and cybersecurity policies, guidelines, and standards; assessing enterprise risk for high-value information and services, including confidential and sensitive data; and continuously evaluating and updating security practices to align with industry standards. 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 including communication protocols with core government.

As required by the *Climate Change Accountability Act*, you must ensure your organization implements plans and strategies for minimizing greenhouse gas emissions and managing climate risk. Your organization is expected to work with my ministry to report out on these plans and activities as required by legislation. Public sector organizations will continue to take action on climate change, a commitment that remains foundational and key to a healthy and prosperous BC for future generations.

Underlying all this work is our partnership with Indigenous peoples and our commitment to advancing reconciliation. I expect your organization to comply with the *Declaration on the Rights of Indigenous Peoples Act*, including implementing existing commitments made under it. I expect your organization to work in partnership with First Nations rights-holders to advance shared interests.

Public sector organizations must also adhere to government direction provided through the [Public Sector Employers' Council Secretariat](#) (PSEC) with respect to public sector compensation and bargaining mandates. Your organization's compensation decisions must be consistent with policy direction provided through PSEC. Please coordinate closely with PSEC before finalizing compensation decisions for existing CEOs or Presidents and Vice Presidents and in the recruitment of new CEOs or Presidents. PSEC consultation is also encouraged prior to hiring for Vice President positions.

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](#) will continue to support your board on recruitment, appointments and professional development by ensuring board composition and governance reflects the diversity of our province.

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 as you develop plans to address the following priorities:

- Work closely with government to continue supporting Skilled Trade Certification and to continue engaging with employers and workers to help them navigate and comply with requirements.
- Continue working closely with post-secondary institutions and trades training organizations to support regional access to 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, including women and under-represented groups, choose a career in the trades, complete their apprenticeships and achieve certification, reinforcing the government's commitment to address shortages of skilled trades people that may be constraining economic growth.
- Continue working with Indigenous partners to ensure their voices are reflected in trades training decision-making that impacts Indigenous workers, businesses, and communities.

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 June 2025.

I look forward to continuing to work with you and your board colleagues to ensure the sustainable delivery of the services the public relies on.

Sincerely,



Honourable Anne Kang
Minister of Post-Secondary Education and Future Skills

pc: Honourable David Eby, KC
Premier

Shannon Salter, Deputy Minister to the Premier, Cabinet Secretary and Head of the BC Public Service
Office of the Premier

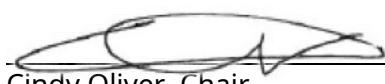
Douglas S. Scott, Deputy Minister and Secretary to Treasury Board
Ministry of Finance

Elenore Arend, Associate Deputy Minister, Crown Agencies Secretariat
Ministry of Finance

Trevor Hughes, Deputy Minister
Ministry of Post-Secondary Education and Future Skills

Joanna White, Assistant Deputy Minister
Ministry of Post-Secondary Education and Future Skills

Shelley Gray, Chief Executive
Officer SkilledTradesBC



Cindy Oliver, Chair
Date: June 11, 2025



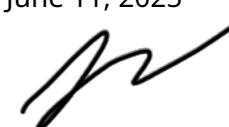
Corrine Storey, Director
Date: June 11, 2025



Laird Cronk, Director
Date: June 11, 2025



Carly Church, Director
Date: June 11, 2025



Dr. Jane Jae-Kyung Shin,
Director Date: June 11, 2025



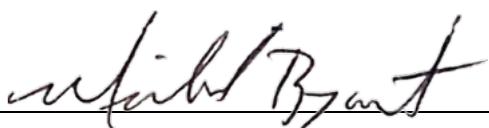
Lana Love, Director
Date: June 11, 2025



Mary-Anne Bowcott, Director
Date: June 11, 2025



Paul Vogt, Director
Date: June 11, 2025



Michelle Bryant, Director
Date: June 11, 2025