



Skills Canada BC
Business & Sustainability Plan
(2017- 2020)

Celebrate – Experience - Achieve

Presented by:
Elaine Allan, BA, MBA
Executive Director

Presented to:
Gary Herman, CofQ, MBA, ICD.D
CEO, Industry Training Authority

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Skills Canada BC

Business & Sustainability Plan

DRAFT

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Introduction to Skills Canada BC

Vision

Today's youth become tomorrow's skilled trades and technology leaders.

Mission

Be catalyst that creates and fosters connections within communities facilitating exposure to trades, technology, and career opportunities for youth.

Background

Since 1994 Skills Canada BC has played a vital role in influencing provincial students to pursue skilled trades and technology careers through in-school programs and 19 Olympic-style competitions each year.

In 2017 alone Skills Canada BC reached over 32,500 students, parents, career educators, sponsors, recruiters, educators and industry experts.

In 2018 Skills Canada BC engaged new sponsors, expanded its number of regional competition sites from 13 to 18, and is progressing forward to work more closely with Indigenous groups, alumni, and is developing legacy projects.

Skills Canada BC is well-positioned to lead discussions on the development of a clear vision for youth engagement in the trades and technology sectors with its partners, across diverse stakeholder groups, and those currently underrepresented in trade and technology careers.

Competitions & Programs

Each year Skills Canada BC hosts 18 Regional competitions, 1 provincial competition, and sends 60 BC competitors to the national competitions. Every two years is a qualifying year for World Skills. In 2017 Skills Canada BC sent two competitors (Welding & Electronics) to compete in Abu Dhabi.



2018 Regional Competitions (January, February & March)

Region	Dates	Locations
Central Interior	January 17	College of New Caledonia, Prince George
Central Lower Mainland	Feb 16	Westview Secondary, Maple Ridge
North West	Feb 16	Northwest Community College, Terrace
Peace Region	Feb 16	Northern Lights College, Dawson Creek
N. W. Lower Mainland	Feb 19	Charles Tupper Secondary, Vancouver
N. W. Lower Mainland	Feb 24	Eric Hamber Secondary, Vancouver
N. W. Lower Mainland	Feb 28	Vancouver Community College
Central Lower Mainland	March 1	KPU, Richmond
Upper Fraser Valley	March 1	University of the Fraser Valley, Chilliwack
Cariboo	March 2	Thompson Rivers University, Kamloops
Kootenays	March 2	College of the Rockies, Cranbrook
Lower Fraser Valley	March 2	Kwantlen Polytechnic, Cloverdale
Vancouver Island Central	March 2	Vancouver Island University, Nanaimo
Central Lower Mainland	March 3	Samuel Robertson Secondary, Maple Ridge
Vancouver Island South	March 7	Camosun College, Victoria
Central Okanagan	March 9	Okanagan College, Kelowna
Vancouver Island North	March 9	GP Vanier Secondary, Courtenay
N.W. Lower Mainland	March 13	BCIT (Burnaby Campus)

Skills Canada BC 2018 Provincial Competition

April 18, 2018 (Tradex)

Skills Canada BC's 2018 Provincial Competition was held on April 18, 2018 at the Tradex, in Abbotsford, BC. More than 600 competitors in 59 competition areas competed in fields as diverse as: aerospace, automotive, 3D Animation, baking, welding, robotics and mechatronics.

Students grades 6 – 12 as well as post-secondary students competed in front of audiences comprised of 5,000 middle/high school students, parents, career educators, industry leaders, technical experts, sponsors, employers, labour organizations and government leaders, who toured the site during this annual event.

Skills Canada BC provided opportunities for thousands of students and parents to watch competitors in action, participate in Try-a-Trade activities, visit the Pathways to Careers Showcase or participate in the Women in Trades and Technology Conference at its 2018 Provincial competition.



Trades & Technology Conference for Women

April 18, 2018 (Tradex)

The Skills Canada BC *Trades & Technology Conference for Women* is an annual event where mentors share their personal stories with young women on how they became employed in trade and technology jobs.

Education on how technology continues to play a pivotal role in all trade-related jobs is highlighted during this conference. An example of an evolving technology in a traditional trade career would be the automotive sector. Today's vehicles have everything from GPS, satellites, computer back-up systems and sensory technology – all of which require skilled technologies in the automotive sector.

The *Trades & Technology Conference for Women* is geared towards increasing awareness for young female students about the opportunities available to them. This workshop and networking event brings together young female students, grades 9-12 from schools throughout the Lower Mainland.



2020 National Skills Competition

Vancouver (May 28 & 29, 2020)

Skills Canada BC won the bid to host the 2020 National Skills Canada competition, May 28 - 29, 2020, in Vancouver.

Skills Canada BC is working to expand its regional competitions throughout 2018 so that more British Columbia students will have the opportunity to compete in the 2020 Nationals in Vancouver.

Own-the-Podium (Vancouver 2020)

Legacy Project

SCBC's plan is to increase the number of BC students participating in the Regionals, throughout 2018 and 2019, in the lead up to 2020 National competition to be held in Vancouver, May 28, & 29, 2018.

Mentoring

SCBC is looking at ways to create additional training/mentoring programs for competitors to ensure BC's youth will be competitive in the leadup to the 2020 National competition in Vancouver.

Alumni Project

Skills Canada BC, working with partners including the ITA and Work Safe BC, will engage alumni to expose BC's youth to trades and technology career opportunities in the lead up to the 2020 Nationals and beyond.



Nationals (Edmonton) June 4, 5 2018

Skills Canada BC will send gold medalists from its April 18, 2018 Provincial competition to compete in the 2018 Nationals in Edmonton, June 4 & 5.

Click here to learn more: <http://skillscanada.bc.ca/competitions/national-competitions/>



World Skills (Russia) 2019

The 2018 Nationals in Edmonton are a qualifying year for the 2019 World Skills. British Columbian competitors who win gold medals at the 2018 Nationals become eligible to compete at World Skills, in Russia, in 2019.

Click here to listen to Russian astronauts promoting World Skills Russia 2019:

<https://www.youtube.com/watch?v=2IRogsM4Jxk>



The *INSPIRE* Program

Skills Canada BC secured funding from industry in 2018 to continue its delivery of *Inspire* – an interactive classroom program that introduces in-demand careers in the trade and technology sectors to thousands of British Columbian students each year (Grade 6 – 10).

In 2017 Skills Canada BC delivered *Inspire* to more than 18,000 students in 21 school districts. In 2018 the *Inspire* Program is on target to reach more school districts in both urban and rural and remote communities than ever before. Newly expanded communities include: Fort St. John, Dawson Creek, the North Coast, and the Haida Gwaii.

Building on feedback gleaned during the research phase of the organization's (2017 – 2020) strategic planning sessions, the *Inspire* program has been updated to include learning opportunities in coding and robotics.

Inspire's one-hour classroom workshop format provides an excellent first step for students to explore the emerging job market within the skilled trades and technology fields through fun and thought-provoking hands-on activities.

Skills Canada BC's *Inspire* program promotes discussion, through the use of compelling video content and curriculum that encourages students to explore careers in the trades and technology sectors they may have never otherwise considered.

Strategies for Growth

Shoulder Tappers & Inspire Facilitators Working Together

Working with Shoulder Tappers in 2018 the *Inspire* program has been able to expand into more rural and remote locations including school in Fort St. John, the North West Coast and the Haida Gwaii.

ITA – Inspire Video Presentation

Given the extraordinary reach of the *Inspire* program, the ITA may want to consider creating a 2-minute long video that could be shown at the beginning of each *Inspire* presentation to promote the dual credit apprenticeship programs for students in grades 6 – 10.

Follow Up Tools for Inspire Presentations

Skills Canada BC is developing materials for teachers to use following an *Inspire* presentations.

Canadian Apprenticeship Forum Membership Model

Canadian Apprenticeship Forum (CAF)

The Canadian Apprenticeship Forum (CAF) membership model was created in 2010. Its implementation as a revenue generation model was in response to CAF's loss of funding from the federal government. Up until that time, the feds had funded most of CAF's operations.

Transitioning into a Membership Revenue Generation Model (CAF)

The challenge for CAF, in 2010, was to transition from being a non-profit that provided its constituents with "free everything" into a membership-revenue organization that had to "get people to start paying for stuff."¹

Umbrella Membership Model

The CAF membership model is often referred to as the "Umbrella Membership Model". The umbrella membership bases its membership fees on a sliding scale. For example, CAF offers annual membership fees for individuals that start at \$100 and go up to \$5,000 for the larger organizations.

Leveraging Challenges – Umbrella Membership Model

Smaller organizations including Okanagan College (OC) that didn't have funding for line items such as membership fees were not able to sign on as members with CAF. Hence, when CAF adopted a membership revenue model it lost OC and other post-secondary schools as partners.²

Value for Membership-Fee Dollars

Successful membership revenue models are predicated upon a value-based membership experience. Not all of CAF's existing partners were able to see CAF's value-proposition of starting to pay CAF an annual membership fee for goods and services. Feedback upon CAF's 2010 membership revenue launch included comments that its research and training opportunities offered to members was available from other sources at little or no cost.³ This commentary identifies both the intense competition and marketplace saturation that the CAF membership revenue model competes in to raise its annual operating funds.

¹ Telephone interview with S. Watts-Rynard March 20, 2018.

² Telephone interview with J. Haller (Ret) Skills Canada BC Board President

³ Telephone interview with D. Kalaski – Skills Canada BC Board of Director

Maintaining the Membership Model (CAF)

Since 2010 CAF has parlayed its membership revenue generation model into 30% (approximately) of its annual revenue. Despite generating revenue, CAF's membership model requires significant labour, resources and administrative focus to maintain. Its membership growth has remained stoic over the past several years which is a result of competition in the marketplace. At this time, CAF employs 2 FTE's and deploys the use of administrative staff to manage its day-to-day operations of its membership revenue model.

Skills Canada BC's Sponsorship Value Proposition (SCBC)

SCBC's sponsorship model engages a diverse group of industry, educators, labour groups and government. The main value proposition of SCBC sponsorship is obtaining access to key audiences, leveraged customer acquisition costs and the ability to participate inside SCBC's rich and complex provincial and national networks.

Sponsorship – Annual Revenue

Skills Canada BC's Revenue Model accounts for 30% (approximately) of its annual revenue. SCBC's sponsorship revenue is poised for growth as the agency moves towards customizing sponsorship packages that are focused on the individual needs of its sponsors. Valuations placed on SCBC sponsorships are often, but not exclusively, tied to sales targets, marketing goals and in-house budgets.

SCBC's Multi-Year Sponsorship Agreements

SCBC has engaged in multi-year commitments with numerous sponsors which is helping the agency to create stability and sustainability. These long-term funding commitments are helping the agency prepare for the 2020 Nationals in Vancouver.

SCBC's Sponsorship Model vs. CAF Membership Model

If SCBC were to adopt a membership model such as the one implemented by CAF in 2010, SCBC would need to significantly reduce the amount of revenue it is currently receiving from many of its sponsors. Whereas CAF caps its upper membership fee at \$5,000, many of SCBC's sponsors contribute \$10,000, \$15,000, \$25,000 and even \$50,000 annually -- and plan to do so for multiple years to come.

Sustainability Plan

As identified in Appendix I, *Revenue, In-Kind Donations & Volunteer Engagement*, Skills Canada BC is supported through a complex network of sponsorship, in-kind donations, volunteer engagement and government contributions that is valued at more than \$4,645,000 annually.

Valuations placed on the in-kind donations and volunteer services are costed annually at market rates.

Together, Skills Canada BC's financial and in-kind donors and its army of skilled volunteers enable the agency to deliver 18 regional competitions, 1 provincial competition, send competitors to the national competition, fund the Inspire Program, host numerous competitor recognition celebrations, volunteer appreciation events and industry networking opportunities each year.

Capacity Building & Growth

2017 – 2020

Skills Canada BC is committed to increasing capacity and positioning itself for growth in the following ways:

- Continue to increase number of competitors in regional competitions by 10% each year.
- Create new data collections tools.
- Creation of new databases.
- Emerging trend research (ongoing).
- Increase audience participation at competitions.
- Increase awareness of competitions with general public.
- Alumni program development.
- Legacy program development.
- Automation of registration, payments, processes and systems.
- Automation of CRM and routine business/operations functions.

Conclusion

Skills Canada BC increased the number of regional competitors in 2018 by 10% from the year previous.

Skills Canada BC is well positioned to continue on its trajectory of building the organization's capacity to achieve more sustainability and growth.

SCBC has embarked upon multi-year sponsorship agreements that are providing sustainability to the planning and development process in the lead up to 2020 Nationals.

SCBC's ESDC funding has been secured for the next five years (2018 – 2022).

SCBC's growth and sustainability is tied to the agency's ability to deliver value to its sponsors and government contributors.

SCBC's financial and in-kind contributors identify that having access to the SCBC's competitors, parents, educators, industry and government leaders is the main value-proposition of SCBC sponsorship.

CAF's membership model would be a poor revenue generation model for SCBC to pursue. The CAF model would require SCBC to greatly reduce the amount of money it currently receives from its existing sponsors and would require SCBC to deploy significant resources to create and maintain a "membership experience" that would be labour-intensive to build and maintain.

Appendix I

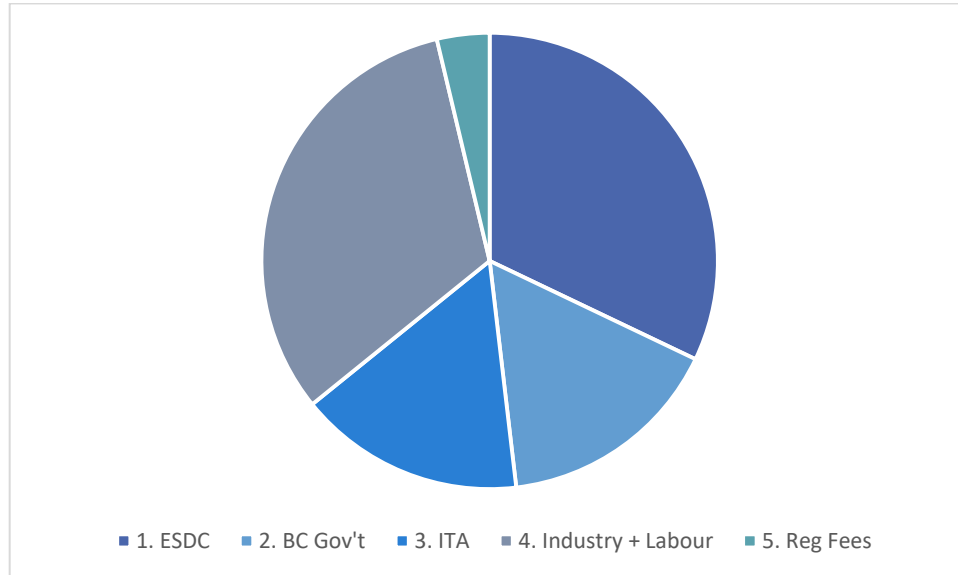
Revenue, In-Kind, Community Engagement (Valuations)

Revenue, In-Kind Donations & Volunteer Engagement	Amount	Notes
ESDC (Federal funding)	\$300,000	5-year agreement in place until 2024. (3% increases per annum to 2024)
ITA (Provincial funding)	\$150,000	Annual
Ministry Advanced Education	\$150,000	Annual
Sponsorship	\$300,000	<ul style="list-style-type: none"> • Multi-year agreements
Registration Fees (Regionals/Provincials/Nationals)	\$50,000	Annual revenue source.
Total Revenue (Cash)	\$950,000	Blended Revenue includes: industry, fed & provincial government, labour orgs, registration fees.
In-Kind Donations	\$2,255,000	Annual sponsorship support
Community Engagement Volunteer Support	\$1,455,000	Annual competition support.
Total in-kind & volunteer support valuation	3,710,000	
Total Revenue, Cash, In-Kind, Volunteer Engagement	\$4,645,000	

Appendix II

Financial Analysis

Financial Breakdown by Percentage by Organization



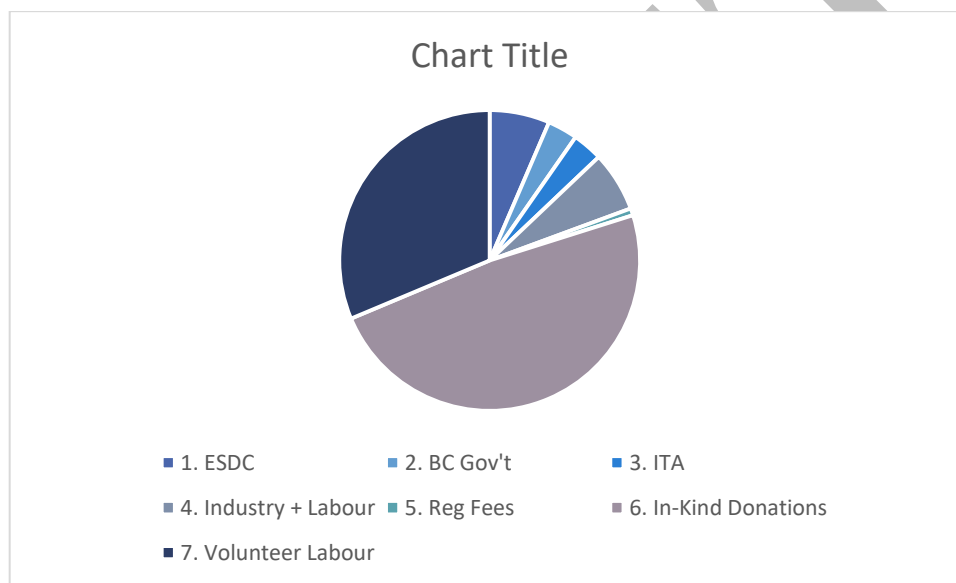
Percentages of Financial Contributions per Organization

1. ESDC (Federal Government – Service Canada)	32.01%	\$300,000
2. BC Government	16.04%	\$150,000
3. Industry Training Authority (ITA)	16.04%	\$150,000
4. Industry + Labour Orgs	32.01%	\$300,000
5. Registration Fees	3.90%	\$ 35,000
Total Percentage	100.00%	\$935,000

Appendix III

Financial Analysis

Financial, In-kind & Volunteer Contribution Breakdown by Percentage of Overall Contribution by Organization



Percentages of Financial, In-kind and Volunteer Contributions per Organization

1. ESDC	6.46%	\$ 300,000
2. BC Gov't	3.23%	\$ 150,000
3. ITA	3.23%	\$ 150,000
4. Industry + Labour	6.46%	\$ 300,000
5. Reg Fees	0.75%	\$ 35,000
6. In-Kind Donations	48.55%	\$2,255,000
7. Volunteer Labour	31.32%	\$1,455,000
Total Percentage	100.00%	\$4,645,000

Appendix IV

Strategic Planning & Operational Support – The Year Ahead

Phase I (October – December 2017)

Phase I (Dates: October-December 2017)				
Strategic Goals	Related Objective	Start Date	End Date	Operational Support
<p>Increase number of competitors in regional competitions by 10%.</p> <p>Deliver Inspire Program to 500 schools during school year.</p>	<ol style="list-style-type: none"> 1. Create awareness of the 2020 Nationals with competitor and sponsorship groups. 2. Introduce in-demand careers in trade and tech to thousands of BC students 	<p>October 2017</p> <p>October 2017</p>	<p>December 2017</p> <p>December 2017</p>	<ol style="list-style-type: none"> a) Secondment Agreement w/ CFBC b) Strategic HR initiatives c) Increased financial support to regional competitions.
<p>Create new data collection tools.</p>	<ol style="list-style-type: none"> 1. Bolster competitor enrollment 2. Sponsorship engagement opportunities. 3. Identify emerging trends. 4. Identify opportunities for growth. 	<p>October 2017</p>	<p>December 2017</p>	<ol style="list-style-type: none"> a) Software/database, digital support platform development. b) Regional Coordinators meeting-Nov2017
<p>Develop growth strategy.</p> <p>Increase audience participation at competitions.</p> <p>Increase awareness of competitions</p>	<ol style="list-style-type: none"> 1. Identify new sponsors. 2. Grow sponsorship revenue. 3. Monetize assets. 4. Build agency capacity. 5. Asset valuation. 6. Create sponsorship value. 	<p>October 2017</p>	<p>December 2017</p>	<ol style="list-style-type: none"> a) Increase sponsorship contact b) Measure audience and access. c) Develop HR to facilitate the growth. d) Build digital platform, CRM, marketing strategy

Appendix V

Strategic Planning & Operational Support – The Year Ahead

Phase II (January - April 2018)

Phase 2 (Dates: January-April 2018)				
Strategic Goals	Related Objective	Start Date	End Date	Resources
Work with competition sites and coordinators.	18 Regional competition sites	Jan 2018	March 2018	CFBA Strategic HR
Market regional competitions.	Increase audience participation.	Jan 2018	March 2018	Marketing & Communications
Host 2018 Provincial competition.	1 Provincial competition event.	April 2018	April 2018	CFBA Strategic HR
Market provincial competition.	Increase audience participation.	Jan 2018	April 2018	a) Software/database, digital support platform development b) Monthly newsletters c) Networking events.
Update Inspire Program to include robotics and coding learning.	Introduce in-demand STEM careers to thousands of BC students	Jan 2018	April 2018	a) Create partnerships with UFV, ASTTBC, AbbySchools b) Marketing materials c) Contract with new facilitators.
Develop customized sponsorship packages.	Increase existing sponsorship.	Jan 2018	April 2018	a) Review existing sponsorship offers
Market competitions to expanded stakeholders.	Increase competitor engagement.	Jan 2018	April 2018	b) Identify sponsorship needs c) Asset valuation
Explore development of alumni program.	Develop legacy plan.	Jan 2018	April 2018	d) Research alumni national activities

Appendix VI

Strategic Planning & Operational Support – The Year Ahead

Phase III (May – August 2018)

Period 3 (Dates: May-August 2018)				
Action to take	Related Objective	Start Date	End Date	Resources
Increase number of competitors in regional competitions by 10% (Planning for 2019)	Own the Podium™ 2020 Vancouver Nationals.	May 2018	August 2018	<ul style="list-style-type: none"> a) Planning & strategy sessions. b) Create “Blueprint for Success”. c) Budget projections.
Create additional training/mentoring programs for competitors in lead up to 2020 Nationals. (Planning for 2019)	Own the Podium™ 2020 Vancouver Nationals.	May 2018	August 2018	<ul style="list-style-type: none"> a) Planning & strategy sessions. b) Create “Blueprint for Success”. c) Budget projections.
Create, implement new data collections tools. (Planning for 2019).	<ul style="list-style-type: none"> 1. Increase competitor enrollment. 2. Increase sponsorship engagement. 3. Identify emerging trends. 4. Identify new growth opportunities. 	May 2018	August 2018	<ul style="list-style-type: none"> a) Build database. b) Develop reporting systems. c) Software programming. d) Work with key partners.
<p>Develop growth strategy</p> <p>Increase audience participation at competitions.</p> <p>Increase awareness of competitions to general public.</p>	<ul style="list-style-type: none"> 1. Increase sponsorship revenue. 2. Monetize assets. 3. Monetize access. 4. Asset valuation. 	May 2018	August 2018	<ul style="list-style-type: none"> a) Budget growth projections. b) Marketing strategies *competitor groups. c) Marketing strategies *general public.

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