



RCITO ANNUAL REPORT

2007 / 08

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MESSAGE FROM THE CHAIR

2007/08 has been a challenging year for RCITO. There were significant gains in areas of Board Governance and continuing efforts to attract more young people to the Residential Construction Framing Technician Program. Targets for new apprentices and increased employer engagement were exceeded. A new CEO was hired in February and two additional staff are expanding RCITO's capacity in the specialty areas of Wood Trades and Technical Trades.

Important progress has been made towards completion of the Log Builder Program and the Domestic Residential Certified Heating and Geothermal Technician Programs. Employers committed their support in both sectors, contributing a considerable amount of time to the development to ensure consistency and high quality for the training providers who will deliver the programs through their institutions. The Building Envelope Technician pilot has now been completed with a summative evaluation that has identified clear recommendations for final revisions to be undertaken in 2008/09, to prepare the course for delivery across the Province.

The Residential Construction Framing Technician Program has been delivered through several Private and Public Colleges across the Province in 2007/08. While there are challenges with completion rates that require additional opportunities for the work-based training component, these are being addressed collaboratively by the training providers, RCITO and the ITA. Ensuring completions for the Residential Construction Framing Technician Program will be a key priority for 2008/09, and RCITO will take a more direct responsibility for this through a Sponsor role to support both apprentices and potential employers.

RCITO has continued to work collaboratively with industry stakeholders at the national and Provincial levels, as well as with provincial government partners with whom we share our mandate. The organization has aligned itself with changes in the residential construction sector across Canada and has continued to provide leadership for other provinces that are in the process of developing residential trades specializations. There is a common interest in achieving Red Seal recognition for these trades. RCITO has committed to making the application for Red Seal recognition for the Residential Construction Framing Technician in 2008/09 and for the Domestic Residential Certified Heating and Geothermal Technicians in 2010/11.

RCITO is committed to the continued development responsive, relevant, competency-based apprenticeship programs, as the industry responds to consumer preferences for professional trades employees delivering green building solutions. Developing these programs will take innovative training delivery options in partnership with the post secondary providers and through high school ACE IT programs.

The challenges that residential construction faces in British Columbia are not unique. Across Canada, industry associations, individual employers, consumers, insurers and regulators are all looking for innovative solutions to skill shortages and specialized training. British Columbia will continue to lead Canada, and RCITO intends to share our expertise and success with other jurisdictions, achieving increased recognition and transfer of credentials.

Respectfully submitted,



MJ Whitmarsh
Chair, RCITO Board of Directors



ORGANIZATIONAL OVERVIEW

RCITO is the Industry Training Organization (ITO) for the residential construction industry in British Columbia, approved by the Industry Training Authority (ITA) under the Industry Training Authority Act (ITAA) in 2005. The ITO initiative is the key part of the ITA's strategic shift towards a truly industry-led training system. RCITO was established by the ITA in conjunction with other residential construction representatives and is officially incorporated as a Society in British Columbia.

The Residential Sector is a distinct and significant economic sector in British Columbia. In 2006, the industry accounted for 2.6% of GDP, contributing \$3.5 billion to the provincial economy. For the same period, total housing investment exceeded \$13 billion and 17,478 direct jobs were created.

There is a growing recognition of the importance of the sector's uniqueness in Canada, but also how it relates to and shares common concerns and issues with the non-residential Industrial, Commercial and Institutional (ICI) construction sector. The industry in British Columbia, through its ITO system, is providing national leadership in responding to industry's call for a new approach to trades training. Key to RCITO's success is the continued recognition and facilitation by the ITA in developing high quality apprenticeship specializations for residential trades.

Mandate

The RCITO mandate is to:

Identify, promote, develop, coordinate and manage the delivery of effective and efficient industry training and qualifications in the British Columbia residential construction industry by responding to the skills and training needs of trainees, workers and employers.

RCITO defines industry training needs, sets industry training and occupational standards, measures industry training results, and directly interfaces with other construction organizations and public, private and K-12 training providers.

Vision

RCITO's vision is:

An integrated and sustainable British Columbia residential construction industry training system and outcomes which effectively match the supply of and demand for skilled workers and support home building and renovation growth.

RCITO Governance Structure & Staffing

In 2007/08, RCITO completed a governance review with the support of the ITA and created a policy and industry led governance model with Board members working in a fiduciary, rather than a representative, capacity. The Board acts in the best interests of the ITO and advances the achievement of its mandate. Members of the Board have been drawn from diverse sectoral backgrounds and have a range of industry and training-related expertise. The Governance structure ensures the Board contributes to organizational success by developing and overseeing the strategy of the ITO and supervising its management (the CEO) through standards setting and performance monitoring.

Strategic priorities include the Board: overseeing the development of the ITO's vision and strategic direction; reviewing and approving material policies and standards; reviewing and approving proposed industry programs for the Industry Training Authority approval; and, assessing and approving strategic options with respect to major organizational issues.



Following the recruitment, nomination and confirmation of the RCITO Board of Directors in the 1st and 2nd Quarters of 2007/08, RCITO focused on Board orientation, and Board strategic policy and direction. At the conclusion of the 3rd Quarter, RCITO had developed a Board Orientation process and manual and the following Board Policies:

- RCITO Board of Directors Assessment Process
- Board Attendance and Remuneration Policy
- CEO Annual Assessment Process
- Conflict of Interest Guidelines
- Employee and Board Director Code of Conduct
- Board Professional Development and Orientation

Board of Directors

The following individuals serve on the RCITO Board of Directors:

Chair

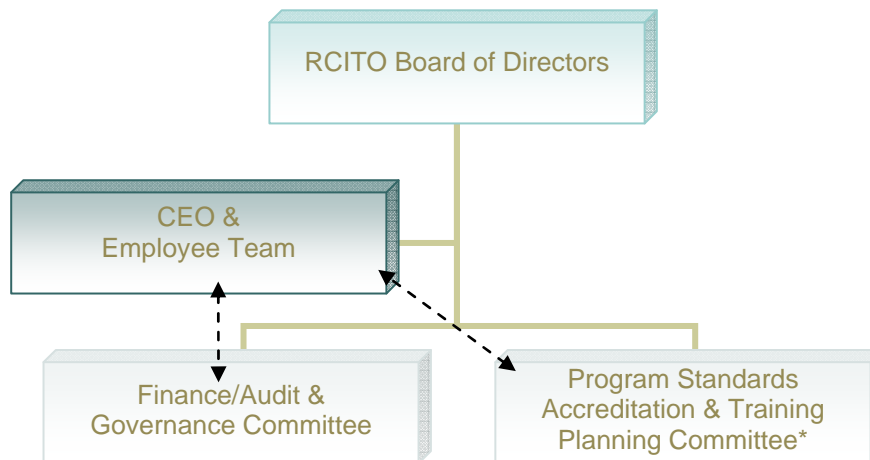
MJ Whitemarsh Chief Executive Officer, CHBA BC

Directors

Hank Bangma	Carpentry Instructor, Thompson Rivers University
Kevin Bent	President and Editor, Pacific Newspaper Group
Frank Bourree	President, Chemistry Consulting Group
Dean Duperron	President, Sprott-Shaw Community College
Terry Regier	ECCO Heating Products, Vice President TECA
Brad Ricketts	Builder Developer Account Manager, Terasen Gas

Ex Officio Members

Mary Kenny	Chief Executive Officer, RCITO
Ken Cameron	Chief Executive Officer, HPO
Geoff Stevens	ITA Advisor/Liaison



* **Program Standards Accreditation & Training Planning Committee:** This Committee is responsible for bringing new program recommendations and program compliance reviews forward to the Board of Directors for approval/sponsorship to the ITA. One Director from the Board serves as a member of the Program Standards & Training Planning Committee, and is the Chair of the Committee. Accreditation Committees have been formed and will continue to be formed to provide industry direction for the apprenticeship program(s) serving their industries and function as Board Sub-committees.



Management and Employee Team

In 2007/08, RCITO began the process of human resource capacity building. RCITO will continue aligning its human resources to the achievement of its critical mandate, while ensuring a high performance work culture. Succession of the CEO leadership began in the 4th Quarter of 2007/08, and a new CEO was engaged in February 2008.

RCITO's operations are currently led by three industry-aligned Program Directors and a part-time Office Manager/Accountant, with a third Director to be recruited early in 2008/09:

- Director of Technical Program Management: this individual oversees the development of the approved Certified Heating Technician, HVAC, Hydronics and Geothermal Streams, and works with the BC Safety Authority to ensure programs recognize regulated work requirements.
- Director of Wood Trades Program Management: this individual is responsible for the ongoing management and supervision of the Log Builder Program, and works on the Residential Building Maintenance Worker Program compliance requirements.
- Part-time Office Manager/Accountant: this individual is responsible for financial administration and reporting.
- Director of Residential Carpentry Programs: RCITO is currently in the process of hiring an individual to work on the development of the residential carpentry trades specializations, the maintenance of the RCFT program and facilitation of the implementation of the BET program.

Sectors Served

RCITO's industry scope focuses on four unique industries within the residential construction sector: the log and timber building industry; the forced air/hydronics/geothermal residential heating industry; the social, senior and aboriginal housing sector and residential maintenance companies; and, new home builders and residential renovators - encompassing employers within these industries, employees, trades contractors and their employees, and manufacturers and suppliers.

RCITO's industry training activities target workers in residential buildings that include: single detached homes; townhomes/duplexes/row housing; multi-unit low-rise homes; and, mixed-used projects.



Program Assignments and Linkages

The Residential Construction ITO is accountable to its customers (employers and apprentices) and the ITA for the standards and outcomes of the following ITA-approved training programs:

Program	Lead Responsibility	Linkages
Accredited		
Bricklayer (Mason)		✓
Cabinet Maker (Joiner)		✓
Carpenter		✓
Concrete Finisher		✓
Drywall Finisher		✓
Electrician		✓
Floor Covering Installer		✓
Glazier		✓
Plumber		✓
Roofer		✓
Sheet Metal Worker		✓
Tilesetter		✓
Wall & Ceiling Installer		✓
Recognized		
Building Envelope Technician	✓	
Domestic Certified Residential Heating/Geothermal Technician	✓	
Locksmith	✓	
Log Builder	✓	
Residential Building Maintenance Worker	✓	
Residential Construction Framing Technician	✓	
Residential Steep Roofer	✓	



STRATEGIC CONTEXT AND LABOUR MARKET CONDITIONS

British Columbia continues to experience robust residential construction economic activity. In 2008 and onwards, the sector will see a growth in green building construction and increased professionalism, responding to an industry and Homeowner Protection Office call to “Raise the Bar”. As events unfold, the industry in Canada will be watching British Columbia and begin replicating the significant advancements in skills training at both the management and apprentice levels. The following strategic initiatives are evidence of British Columbia’s leading change in the industry:

- British Columbia is experiencing the strongest job growth rate in Canada, with predictions of one million job openings in the next 12 years. Running parallel is the hot economy and an unemployment rate of 4.3% at the same time that the baby boomers are beginning to exit the workforce. As in the province as a whole, the residential construction industry has an unprecedented labour supply gap that must be addressed. There is an immediate need to expand access to training, and ensure labour mobility and recognition of worker skills developed elsewhere.
- CHBA BC and the Construction Sector Council (CSC) are continuing to create new approaches to understanding the scope of work undertaken in residential construction and the specialized skills required to meet housing construction demands. An important milestone was reached in 2007 when the CSC and CHBA BC, through the national New Home Building and Renovation LMI Committee, undertook a joint initiative to research and validate the unique labour market requirements of new home construction sub trades. In 2008, the LMI Committee will be completing and producing the renovation skills survey and will finalize research related to barriers to apprenticeship completion. Understanding the demand, the supply and the structure of the industry is key to appropriate trades specialization and apprenticeship program development.
- British Columbia's housing starts continue to be above historical averages. While modest declines are expected in 2008 to 33,250 and to 31,700 in 2009, these are from record high levels. The renovation market is expected to outpace new home construction and will be impacted by increased listings and fewer resales, bringing more balanced supply and demand conditions to existing homes. Some professional contractors view renovation work as requiring a range of competencies that typically emerge after achieving journey status and work experience on a variety of projects, resulting in a broad and deep level of expertise. The industry continues to request a modularized and articulated competency-based approach to residential trades training to address the needs for both specialized and broad skills sets.
- British Columbia is recognized nationally as the most environmentally astute jurisdiction in Canada and there is a strong uptake of “greener” building practices in the Province. Led by industry associations including the CHBA BC and TECA, consumer preferences are being addressed by home builders who are building and renovating to the Built Green™ standard. In 2008, the Government of British Columbia, through its commitment to environmental stewardship, will implement the BC Green Building code. New home builders and renovators will continue leading greener building practices and, on behalf of their clients, will be developing solutions that provide energy efficiencies, water conservation, improved air quality and the efficient use of resources. There will be a direct impact on the volume and range of skills required in the labour market to understand Building Science from an installation perspective and how to work with green building products in new and renovation construction.



- Industry commitment and support of the apprenticeship model within the residential construction sector includes successes and challenges. The structure of the sector is predominantly small owner-managed businesses, with significant activity and demands that result in relatively good compensation with limited technical training. At the same time, many employers are subcontractors to larger builders and developers. The training strategy of these subcontractors is typically learning on the job by co-workers, site/project managers, and/or owners. The sector has had limited exposure to the benefits of apprenticeship, in part because the format and content of apprenticeship programs have not addressed the unique needs of the residential sector. There are opportunities to increase awareness and understanding of the benefits of apprenticeship within the sector.
- Taking a systems view of the apprenticeship system in Canada, there are both resource constraints and opportunities to build better outcomes by developing innovative solutions. ITA-funded private and public training providers will be ensuring their programs meet utilization commitments. Programs with limited industry support and minimum utilization of training investments will compete for facilities and faculty resources with more established programs. Industry, institutions and funding agencies, in creating new partnerships, will respond with innovative solutions such as alternate delivery systems, e-learning, accelerated programs and work study options.
- The Canadian Council of Directors of Apprenticeship and the Trades and Apprenticeship Branch at HRSDC are conducting research on the recognition of specialization in established trades. This research is reviewing current practices in the provinces and other jurisdictions and will be available early in 2008. Findings will highlight the motivations of those who oppose and those who support specializations and the various models used to implement specialized training and certification. Decisions arising out of the research will have an impact on the residential sectors requirements for new sub trade apprenticeship and, where the needs exist, progressive credentials.
- There is a growing recognition and promotion of the return on training investment (ROI) for employers. Employers are hiring apprentices to address skilled labour challenges and to replace the aging workforce. Concerns with the poaching risk are diminishing by competitors as most employers have met the industry benchmark for wages, benefits and working conditions. A more serious issue is the risk of poaching by other industries.

The residential construction sector, while achieving significant advancements and outcomes as a result of its move for increased professionalism, continues to address challenges, opportunities, barriers and threats to a sustainable industry training organization. The following sections address the planning context and market conditions that drive the business priorities and planned activities for the Residential Construction Industry Training Organization.



STRATEGIC PRIORITIES AND GOALS

The overall strategic goals of RCITO are as follows:

- To identify residential construction industry training requirements arising out of the British Columbia residential construction LMI information and develop strategies, programs and qualifications to meet them.
- To ensure sufficient numbers of motivated people enter British Columbia residential construction industry employment and career paths.
- To establish career and learning pathways which connect British Columbia residential construction training programs, other programs, and industry training qualifications.
- To build and sustain an industry training culture within the British Columbia residential construction industry as a whole, and among individual employers and workers.
- To build a sustainable British Columbia residential construction industry training organization that produces qualified workers in existing apprenticeship programs, and to address the new energy efficient and green building techniques.
- To attain a high level of trainee, worker and employer satisfaction with RCITO products, programs and services.

The following roles and priorities of the ITA and RCITO are defined by ITA legislation and ITO guidelines:

ITA's roles and responsibilities as they relate to RCITO's activities are as follows:

- Maintaining industry training policy and standards framework;
- Approving programs/standards recommended by industry;
- Registering, tracking and certifying trainees (through its Industry Training Centre);
- Funding industry training (based upon industry developed plans and priorities); and,
- Participating in an ex-officio capacity in the RCITO governance structure.

RCITO's roles and responsibilities are as follows:

- Identifying current and future skills and training needs;
- Designing and developing training programs and strategies;
- Establishing occupational and program standards;
- Developing an annual training plan with the ITA accrediting training providers;
- Coordinating and facilitating program delivery;
- In partnership with educators and employers, recruiting trainees;
- Marketing/promoting programs to employers;
- Training the trainers, mentors and workplace assessors; and,
- Implementing the training management system.



2007/08 PERFORMANCE MEASURES AND TARGETS

In 2007/08, RCITO identified five strategic Goals with specific performance measures:

1. Move to a Full Service ITO by achieving performance target in several specified areas that included: # of registered apprentices, #s of employers, trainee completions, program completions, labour market information (LMI), and training assessment.
2. Develop RCITO capacity and leadership by enhancing Board leadership capacity and developing the management and staffing capacity, both through a process of recruitment and training.
3. Strengthen financial resources with alternate funding sources in partnership with industry associations.
4. Ensure high quality program standards and innovative training delivery options are developed in partnership with industry that meet the provincial industry requirements and align with the priorities of the ITA.
5. Enhance industry and stakeholder awareness of the industry training system in partnership with the ITA and increase participation and completions.

The results in each of these areas are identified below.

GOAL 1

Move to a Full Service ITO

RCITO will move from Developmental to Full Service ITO in 2007/08 by achieving the following performance targets:

	Baseline	Target 07/08	Achieved 07/08
Registered Apprentices	488	650	1377
Employers	84	120	146
Trainee Completions	7	25%	80
Programs meeting ITA Standards	1	4	TBD
Enhance Forecasting	NA	LMI Process	Accuracy %
Training Assessments	NA	Checklist	Completed

Registered Apprentices

The number of registered trainees/apprentices in programs leading to ITA credentials as of the March 31, 2008 ITA AIMS report is 1377, a substantial increase over the target of 650. By Program:

- Residential Construction Framing Technician Program: 1138 apprentices;
- Log Builder Program: 60 apprentices and 49 new registrants with RCITO pending processing at the ITA;
- Domestic Residential Certified Heating Technician Program: 58 apprentices, with 90+ registrants with RCITO pending processing at the ITA;
- 19 Apprentices completed the Building Envelope Technician Program pilot and passed the Certificate of Qualification exam - 12 require work-based training, and 9 apprentices have met requirements for Certificate of Qualification;
- Residential Building Maintenance Worker Program: 88 apprentices;
- Locksmith Program: 11 apprentices; and
- Residential Steep Roofer Program: 13 apprentices.



Employers

During 2007/08, RCITO proposed a process for training providers to sponsor apprentices. As institutions have taken on a sponsor role, the numbers of actual employers appears lower.

The number of employers/sponsors with active trainees/apprentices on staff is 150 (146 unique employers), again exceeding the target of 120. The breakdown by Program is:

- Building Envelope Technician: 5;
- Domestic Residential Certified Heating Technician: 32 employers;
- Locksmith: 6;
- Log Builder: 12 employers and First Nation's builders;
- Residential Building Maintenance Worker: 24;
- Residential Construction Framing Technician: 68 employers; and
- Residential Steep Roofer: 3 employers;

Trainee/apprentice program completion rate RCFT Program

In 2007/08, RCITO and the ITA entered a new sponsorship arrangement that funded post secondary providers and residential construction employers for 186 RCFT spaces. A number of the post secondary providers subsequently withdrew from the process. As a result, RCITO and the ITA will be reconsidering this arrangement in future years.

- 541 RCFT apprentices have completed all the required levels of technical training;
- Approximately 130 RCFT apprentices had transferred to Carpentry as of March 2008.

Number of Training programs with updated standards (compliant) RCFT compliant.

RCITO has several new programs approaching development completion:

- Domestic Residential Certified Residential Heating Technician and Domestic Residential Certified Geothermal Technician Programs;
- Log Builder Program; and
- Residential Building Maintenance Worker Program.

Delays in securing third-party contractors for the Log Builder Program, and in addressing regulatory issues related to the Residential Building Maintenance Worker Program, resulted in an insufficient time to complete the development of these Programs in 2007/08. All of the Programs will be completed to industry and ITA standards in 2008/09.

The Residential Construction Framing Technician Program currently meets industry and ITA standards. The development and pilot for the Building Envelope Technician Program were completed in June 2007, with an evaluation that resulted in several recommendations that will be addressed in 2008/09, at which point the Program will meet industry and ITA standards.

GOAL 2

Develop RCITO Capacity and Leadership.

RCITO will enhance the Board leadership capacity through recruitment and training, and develop management and staff capacity through recruitment and training.

In 2007/08, RCITO developed a Board governance structure and recruited a strong strategic Board. Two part-time Directors have been hired for program marketing, development and completion: Director of Wood Trades and Director of Technical Trades. The former is currently managing the Log Builder Program and the latter is managing the Domestic Residential Certified Heating and Geothermal Programs and the Residential Building Maintenance Worker Program. RCITO is in the process of recruiting a third staff person, Director of Residential Carpentry, to oversee the Residential Construction Framing Technician Program and the development of the remaining three carpentry sub trades.



GOAL 3

Strengthen financial resources with alternate funding sources in partnership with industry associations.

RCITO will enhance leverage of its core mandate through industry HRD committees. RCITO will seek additional financial resources to increase its operating budget to \$350,000 in 2007/08 and ongoing forecasts.

- RCITO proposed a three-year funding partnership with the Homeowners Protection Office (HPO). That proposal was deferred by the HPO on the basis that apprenticeship training is outside their Builder mandate. A revised proposal will be presented to the HPO in 2008/09 that more closely addresses areas of shared mandate.
- RCITO proposed a partnership with the Aboriginal Housing Authority for long-term funding for First Nations residential trades. The proposal is under consideration and will be pursued in 2008/09.
- RCITO proposed a funding partnership with Service Canada that was initially delayed for reasons beyond RCITO's control. The proposal was subsequently deferred to 2008/09, due to lack of available funding in the 2007/08 Fiscal Year. It is currently being negotiated for an early 2008 summer start.
- RCITO has begun preliminary discussions with a foundation promoting apprenticeship and residential construction quality in Ontario. This partnership will take considerable time to develop; discussions will continue through 2008/09 and beyond.
- Sector-based and timely LMI is critical to RCITO's ongoing planning. The organization was approached by Service Canada in 2007 to develop a proposal for LMI in partnership with the ITA and other ITOs. Through discussions between RCITO and the ITA, it was determined that this activity would be more appropriately addressed as a joint initiative at the Federal-Provincial level, between the ITA and other BC Ministries and their federal counterparts.

GOAL 4

Ensure high quality program standards and innovative training delivery options are developed in partnership with industry that meet the provincial industry requirements and align with the priorities of the ITA.

RCITO will create a Board Standards and Accreditation Committee. For each program managed, Program Accreditation Committees will be formed and a Chair will be appointed who will serve as a member of the RCITO Standards and Accreditation Committee.

RCITO will meet its program compliance and employer participation goals.

Under the re-organization of the Board in 2007/08, the Program Standards and Accreditation Committee has been established, with Accreditation Committees in place for all new program development.

RCITO has approached the ITA to take the Residential Construction Framing Technician program forward to the Canadian Council of Directors of Apprenticeship for Red Seal Designation. While initially anticipated for spring 2008, a joint decision between RCITO and the ITA is to defer the application to fall 2008, allowing additional time to improve the completion rates of the current RCFT apprentices and conclude discussions with other Provinces that have indicated support for Red Seal designations of residential training based upon the BC model.



GOAL 5

Enhance industry and stakeholder awareness of the industry training system in partnership with the ITA, and increase participation in completions.

RCITO will develop a survey tool to measure awareness in 2007/08 and create baseline data.

- RCITO has completed a communication strategy for promotion of residential construction careers, and is now implementing components of the strategy in line with available financial resources. Additional components will be developed under the 2008/09 Service Canada proposal.
- RCITO has developed marketing and promotion pieces for the Log Builder and Certified Heating Technician Programs, and a website for the 'Heating Tech" program has been developed.



SUMMARY FINANCIAL OUTLOOK

In 2007/08, RCITO leveraged its Core Contribution with direct Program Development funding from the ITA. Through its industry Human Resource Development (Service Canada) Committees and the Construction Sector Council, RCITO also secured additional funding to complete:

- Domestic Residential Certified Heating Technician (CHT) and Domestic Residential Certified Geothermal Technician (CGT) Program Outline modifications, Program marketing materials and website, and Exam Bank development training;
- Construction sector LMI research on residential trades in cooperation with the ICI sector, the BC Building Trades Council and the CHBA BC; and
- Construction Sector Council apprenticeship completion rates research in cooperation with the ICI sector, the BC Building Trades Council and the CHBA BC.

Funding for the above projects and work undertaken by industry to support RCITO initiatives totaled approximately \$150,000.

RCITO has a continued commitment to secure additional operational and project revenue from industry and external funders, to complement and support the mandate it has with the ITA. The RCITO Board recognizes that this is essential for the long-term sustainability of the ITO.

As RCITO moves forward in 2008/09 - 2009/10, it also intends to seek efficiencies with the other ITOs. It will consider shared services and resources that continue to allow for unique industry ITOs while developing areas of common expertise and economies of scale.



2007/08 Financial Statements

Revenues	Actuals 2007/08	Actuals 2006/07
Operational Funding	284,599	175,049
Certified Heating Technician	126,100	-
Log Builder	95,700	-
Building Envelope Technician	53,841	170,434
Residential Building Maintenance Worker	12,850	23,216
Sponsor Model Project	9,500	-
Residential Construction Framing Technician	-	55,000
Total	582,600	423,699
Expenditures	Actuals 2007/08	Actuals 2006/07
Amortization	1,136	729
Building Envelope Technician	37,231	162,974
Certified Heating Technician	90,259	17,014
Insurance	1,742	-
Legal and Accounting	6,262	7,457
Log Builder	59,407	476
Marketing	26,010	8,287
Office expenses	24,635	24,234
Payroll Expenses	226,001	105,451
Rent	12,494	-
Residential Building Maintenance Worker	4,853	19,063
Residential Construction Framing Technician	333	62,788
Sponsor Model	9,500	-
Travel	8,583	12,597
Total	508,446	421,070
Excess (Deficiency) of Revenue over Expenditures	74,154	2,629
Balance, beginning	5,853	3,224
Balance, ending	80,007	5,853

Residential Construction Industry Training Organization
 FINANCIAL STATEMENTS
 March 31, 2008
 By: Wolrige Mahon LLP, Chartered Accountants

