



Executive Summary

Registrar's Report for the Fourth Quarter of 2015

A. Communications & Marketing

Tune In, Trade Up

The Tune In, Trade Up campaign captured the spirit of partnership between the music industry and skilled tradespeople. Our behind-the-scenes videos received more than 60,000 views on YouTube. Twitter engagement was sparked, largely, due to retweets from musicians like Jason McCoy, who reached 4,774 impressions in just one tweet. Overall, the campaign's Twitter promotion of the video reached about 44,000 impressions in three months. In addition, our Tune In, Trade Up campaign webpage on earnwhileyoulearn.ca received about 1,000 visits a week.

Partnering with Universal Music Canada (sponsored two tickets and a meet and greet with Canadian band Hedley) and Stanley Black & Decker (sponsored 10 ultimate starter tool kits worth \$1,200 each) to offer contests helped to drive even more traffic to our campaign. In total, we received over 1,200 contest entries.

Trades Today Magazine

The winter issue of *Trades Today*, featuring Joffrey Lupul of the Toronto Maple Leafs and a behind-the-scenes look at the Air Canada Centre through the eyes of the hardworking tradespeople, was our most viewed issue ever — receiving close to 4,300 click-throughs. This year alone, we have gained nearly 50,000 new online subscribers.

Increasing Public Awareness

The College continues to garner great pick up with its College-written stories and in mainstream media outlets. Director of Communications and Marketing, Sherri Haigh was interviewed about the Tune In, Trade Up campaign on CBC Windsor Morning and Registrar and CEO, David Tsubouchi was quoted in Canada Bound Immigrant about the increased demand for skilled tradespeople. The College was also quoted on the

release of the Dean Report in 28 trade publications. In total there were 122 media engagements in Q4 reaching over 8,857,832 people — an increase of 15 per cent over Q3 (7,636,841).

Visits to collegeoftrades.ca increased nine per cent in Q4 2015 over Q4 2014. In total, our website was visited almost 660,000 times in 2015. The Public Register remains the most popular feature on the website with over 270,000 searches in 2015.

The College’s outreach efforts continue with a strong focus on connecting with youth and underrepresented groups. In Q4, the College participated in 71 stakeholder engagement opportunities, 40 more than Q3, with 225 events and presentations in 2015. In terms of correspondence, 195 emails were received via www.earnwhileyoulearn.ca and responded to in Q4 — up from 177 in Q3, a 10% increase. 623 emails were received and responded to in 2015.

B. Member Services

Membership in the College increased slightly during the fourth quarter and ended the year at 232,189 active members distributed as follows:

Member Class	Q3 2015	Q4 2015	Change From Previous Quarter
Apprentices	56,277	56,158	-0.2%
Journeyman Candidates	2,939	3,072	+4.5%
Tradespersons	112	114	+1.8%
Journeyman	171,171	172,611	+0.8%
Employers/Sponsors	233	234	+0.4%
Total	230,732	232,189	+0.6%

As a further breakout, within the Apprentices class, 48.4% of the individuals are engaged in apprenticeship programs in voluntary trades while the remaining 51.6% are engaged in compulsory trades. In the Journeyman class, 4.3% are engaged in voluntary trades with the remaining 95.7% engaged in compulsory trades.

During the quarter, a number of enhancements were introduced:

- The model for handling unpaid renewal activity now moves related accounts to a state of ‘suspended for non-payment of fees’
- Late payment activity across banking and self-serve channels is now supported

- Personalized support to service major accounts/stakeholders with specific registration and renewal activity has been expanded to reach ~250 groups
- Messaging on membership renewal and notification products were improved
- Print production changes were put in place to prepare for the January 2016 launch of new Certificates of Qualification and related expiry stickers

C. Compliance & Enforcement

Enforcement

The Compliance & Enforcement Division completed its third and fourth blitzes towards the end of 2015 targeting the Motive Power sector in Markham and the London area. There is a high concentration of Motive Power within a distance of less than two kilometers in the Markham area. The London area is more spread out geographically but also has a high number of Motive Power locations that required inspection. The blitz protocol and related checklist continue to improve with each successive blitz based on the lessons learned on best practices for managing blitzes, working with local agencies and gathering compliance statistics.

The Markham blitz occurred during a two-week period resulting in the following:

- 189 Inspections completed at 171 locations
- 295 Workers were verified
- 26 Provincial Offence Notices were issued
- 70 Warnings were issued
- 75 Follow-up inspections were generate for post blitz action

Similarly, the London blitz occurred during a two-week period producing:

- 251 Inspection locations
- 901 trade licenses inspected
- 767 Individuals inspected
- 11 Provincial Offence Notices were issued
- 56 Warnings were issued
- 76 Follow-up inspections

Some of the Key Performance Indicators from the blitzes that demonstrate their effectiveness:

1. By the middle of the first day of the blitz, shops were indicating they were aware the enforcement officers were in the area
2. By end of week one, stakeholders from Bradford and Pickering, Ontario provided feedback that they were aware officers were conducting inspections in Markham
3. Members from facilities inspected were providing feedback on non-compliant co-workers that may not have been present during inspections
4. Increased traffic at the local MTCU office (Pickering) from inspected businesses – 17 sponsors on record with some having multiple apprenticeship applicants

The Division managers and Inspectors continue to promote the College and the value of trades by attending external speaking events and engaging stakeholders in the field. This includes providing direction to individuals looking to become compliant as well as supporting members with guidance and answering their questions during inspections.

Investigations and Hearings

Investigations and Hearings (I&H) continues to work closely with the Complaints Committee and the new Director of Litigation. A new Complaint Form has been designed and is now active on the website. The intent of the new form is to provide a more streamlined and complete understanding of the incoming complaint. The information provided also advises the public of the areas that the College addresses under the Professional Misconduct legislation. The information is then triaged and assigned either to the Complaints and Incidents Officers or to an Officer in the field for follow up. The development of the new Activity Management System is moving forward after completing the full review and identifying all requisites for Compliance and Enforcement. The program will incorporate the intake and recording of calls for service and complaints, recording of daily inspections and investigations, production of Court and Complaint briefs and the assembly of statistical and management reports meeting the needs of Management and Enforcement Officers.

In Q4 – 2015, 118 Part I tickets and Part III Summons were issued across the following sectors/sub- sectors: ICI Construction, Residential Construction, Motive Power and Motive Power Auto Body. In the Construction sector (both ICI and Residential), 19 charges were laid for Engaging in a Compulsory Trade (Sec 2) and 26 charges were laid for Employing and Engaging (Sec 4). In the Motive Power sector, 30 charges were laid for Engaging in a Compulsory Trade (Sec 2) and 20 charges were laid for Employing

and Engaging (Sec 4). In the Motive Power Auto Body sub-sector, 7 charges were laid for Engaging in a Compulsory Trade (Sec 2) and 7 charges were laid for Employing and Engaging (Sec 4).

D. Policy, Programs & Evaluations

Standards

In the fourth quarter, the Standards Department participated in more than 23 trade stakeholder engagement events. The College facilitated approximately 30 Trade Board Meetings and participated in numerous exam and standards development events nationally and provincially, such as NOA/RSOS workshops and practical exam development workshops, and at YWCA – Women in Trades program.

Early 2015, CCDA and ISEC approved key changes to the Red Seal program for the three Heavy Equipment Operator (Dozer, Excavator, and Tractor-Loader Backhoe) and Heat and Frost Insulator and Ontario will now participate in these four new Red Seal endorsements. The three provincial schedules of training are on schedule for updating for early 2016.

The Standards Department has redeveloped 10 training standards, and 4 curriculum standards; established Multi-Year Standards Redevelopment Plan.

Trade Equivalency Assessments (TEA)

A great deal of development work was completed in Q4 in preparation for new TEA fees, Employer Competency Declarations, revised TEA Application and revised TEA guide, as well as the recommended TEA website changes that correspond. The TEA process is undergoing a business process improvement, including closer alignment with Standards department.

The department has participated in the CCDA Foreign Qualification Recognition (FQR) pilot project in December 2015.

Policy and Research

Policy and Research department has continued providing support to the Board of Governors and senior management in understanding the Dean recommendations and implications, including a few significant presentations and advancing specific topics like risk of harm criteria.

In Q 4, the department's mandate was re-tooled to align with a service delivery model providing services to our internal and external stakeholders tracked through a newly developed Policy and Research Service Desk. The new service delivery model is based upon an integrated Program Integrity and Quality Assurance

model and all College work has been charted out and framed using a functional-based approach aligned with our OCTAA-mandated objects, founded squarely upon established Project Management principles. Furthermore, the department advanced the College's mandate to work with provincial and federal stakeholders through participation on the CCDA taskforce, participation on the Canadian Apprenticeship Forum research committee, our joint project work with HEQCO, and responding to stakeholder data/research requests.

Internally, the department developed and implemented a process for policy generation, version control, storage, review cycles and templates. Data inventory and the establishment of a research framework are currently underway.

E. Corporate Governance

The Board of Governors met 3 times in the fourth quarter (1 meeting last quarter) and there were 17 Committee meetings (5 Finance & Audit Committee; 4 Regulations Committee; 3 Executive Committee; 2 Governance & Nominations Committee; 1 Complaints Committee; 1 Discipline Committee; 1 Fitness to Practise Committee). In addition, there were 3 Panel meetings held in the quarter (1 Complaints Committee panel; 2 Registration Appeals Committee panels).

Each of the four Divisional Boards met once in the quarter (1 meeting last quarter) and there were 29 Trade Board meetings (17 last quarter) – 15 in the Construction sector, 6 in the Motive Power sector, 5 in the Industrial sector, and 3 in the Service sector.