

# **MULTI-YEAR BUSINESS PLAN**

## **2016/17 TO 2018/19**

College of Trades Appointments Council  
A Provincial Agency of the Government of Ontario

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College of Trades Appointments Council

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# 1.0 Executive Summary

This is the seventh Business Plan for the College of Trades Appointments Council (“Council”), which began operation in July of 2010. The business plan is one of the most important tools in maximizing an organization’s likelihood of success in meeting its goals and objectives, and is a key tool for accountability.

The function of the Council is to make ongoing appointments to the Ontario College of Trades’ (“College”) board of governors, divisional boards, trade boards and roster of adjudicators as prescribed by Section 63 of the *Ontario College of Trades and Apprenticeship Act, 2009*. All of the Council’s activities are focussed to that end.

During the 2015/2016 fiscal year, the Council developed a targeted outreach campaign to increase the pool of applicants, working collaboratively with the College and the College of Trades Appointments Council Secretariat (“Secretariat”). This strategy included targeted email blasts to stakeholders, a refresh of Council’s website and launching on the business-focused platform, LinkedIn. In an effort to enhance and simplify its recruitment processes, the Council revised its application form and, during the coming fiscal year, will develop tailored application forms for each level of governance and the roster of adjudicators. In addition to the automated acknowledgements generated by its email mailbox, applicants will now receive individualized, written acknowledgements of their applications. Council reinforced its cooperative working relationship with the College, working through its Chair of the Board and Chief Executive Officer.

In 2016/17, the Council will:

- Review and fine-tune its outreach strategy, working in collaboration with the College and the Secretariat, to create a pool for timely appointments to fill vacancies and the 200-plus expiring terms anticipated during the 2017/2018 fiscal year.
- Improve the transparency of its recruitment processes by ensuring it provides stakeholders and the public with clear information about appointment criteria and the application and selection processes.
- Fulfill its requirements, as a non-board-governed regulatory agency, under the new Agencies and Appointments Directive, 2016 (“AAD”).

## 2.0 Business Plan Requirements

Business plans are an important requirement for accountability under the AAD. It is applicable to all agencies, boards and commissions. Under this directive all provincial agencies, except for advisory agencies, must submit a business plan with a minimum three-year horizon to the minister for approval, annually.

Annual business plans are to be submitted for the responsible minister's signature and are only to be considered valid after the minister has approved the plan and the approval has been documented in writing. A business plan is for a three-year period or longer and is prepared every year.

The requirements for business plans with respect to a non-board governed regulatory agency of the Government of Ontario include the following, if applicable:

- A detailed description of the mandate;
- The proposed budget for a three-year period;
- The number of employees, expressed as full-time equivalents who are assigned as staff at the beginning of the three-year period;
- The performance measures to be used to evaluate effectiveness and efficiency;
- The annual performance targets for the three-year period; and
- Any other content required by legislation.

## 3.0 Mandate

### Ontario College of Trades and Apprenticeship Act, 2009<sup>1</sup>

As outlined in Section 63 of the *Ontario College of Trades and Apprenticeship Act, 2009* (“Act”), the Council shall comprise a chair and eight other members<sup>2</sup> appointed by the Lieutenant Governor in Council. The Council’s mandate as outlined in the Act is to appoint to the College:

- Members of the board of governors;
- Members of divisional and trade boards; and,
- Members of the roster of adjudicators.

The Council must ensure that employers and employees are equally represented on the board of governors<sup>3</sup>, divisional boards and trade boards<sup>4</sup> while taking into account the importance of reflecting the following demographic characteristics across the governing structure of the College:

- Ontario’s English and French duality;
- The diversity of Ontario’s population;
- Gender balance;
- Representation from business environments that are unionized, non-unionized, large, medium and small; and,
- The various geographic areas of Ontario named in a board regulation.

The Council may only make appointments to positions that are open through term expiry, resignation/removal of an appointee or through the creation of a new position, i.e. trade boards, by the College in accordance with the Act. The Council relies on the College to be kept informed of resignations/retirements from governance positions, the size of trade boards and clustering of trades.

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<sup>1</sup> See Appendix B: *Ontario College of Trades and Apprenticeship Act, 2009*, Section 63

<sup>2</sup> See Appendix D: College of Trades Appointments Council Member Profiles

<sup>3</sup> Refers to Board of Governors members representing construction, motive power, industrial and service sectors only.

<sup>4</sup> op cit, *Ontario College of Trades and Apprenticeship Act, 2009*

## 4.0 Strategic Direction

### 4.1 Building and Maintaining Networks

To fulfill its mandate, the Council needs to maintain networks and linkages with Ontario's skilled trades community of apprentices, tradespersons and employers served by the College and with the unions and business organizations representing them. Staying connected with industry and being aware of its issues and trends enables the Council to more effectively focus its outreach activities. Council's open and positive dialogue with the College's chair, Registrar and CEO, nurtured through periodic meetings, as needed, helps Council stay informed of College priorities and trends impacting their shared stakeholders.

Council understands that promotion of the College and communication about opportunities to serve on its governing structure are key to its recruitment and appointment success. Council members regularly engage business and personal networks as part of their outreach. Their effective networking and communication with industry, including trade associations, unions, employer associations, training delivery agents, members of the College and former Provincial Advisory Committee and Industry Committee members, is essential. It helps drive interest in serving on board of governors, divisional boards, trade boards and the roster of adjudicators. Current and past members of those boards continue to help spread the word about opportunities to serve.

### 4.2 Key Activities and Performance Measures

The key success factors, described below, will continue to enable Council to attract applications. They will allow the Council to make timely appointments of qualified candidates, minimizing vacancy periods.

- Meet with the College's chair, the Registrar and CEO at least twice a year and College senior management as needed to:
  - Align outreach priorities and identify collaborative activities, where appropriate, to spread word about opportunities to serve on the College's boards and roster of adjudicators and to highlight vacancies and upcoming expiring terms;
  - Discuss upcoming expiring member terms during 2016/2017 and strategies to address the over 200 board and roster of adjudicators member terms expiring during 2017/2018, a significant number of which will not be eligible for reappointment consideration; and,

- Confirm trade boards appointment priorities and related College decisions regarding consolidation or reduction of these boards and their sizes.
- Grow and maintain a representative pool of qualified applicants for appointment consideration to ensure vacancies are filled within three months, on average, after notification by the College. Council will:
  - Consolidate and refresh stakeholder lists for outreach, building on its industry contacts, in collaboration with the College and the Ministry of Labour and Ministry of Advanced Education and Skills Development;
  - Coordinate and execute targeted outreach campaigns to solicit applications through email blasts, advertisements in trade publications, and creative partnering with various stakeholders; and
  - Monitor campaign results building on successes, identifying gaps and making adjustments as required.
- Establish a vacancy rate across active and priority College trade boards of 5% or less for the board of governors, 5% or less for the divisional boards and 20% or less for the trade boards within a consecutive six-month period:
  - Identify and track upcoming expiring member terms six months in advance using existing tracking mechanisms and notification procedures:
    - Confirm pool of eligible applicants and initiate outreach as required;
    - Notify impacted incumbents and confirm their interest and eligibility for reappointment consideration; and
    - Identify and address recruitment/appointment gaps in a timely manner.
  - Develop multiple means of alerting potential applicants in a timely manner regarding current vacancies and upcoming expiring terms:
    - Specify constituency and position's responsibilities and qualifications; and
    - Provide information on application process, and appointment criteria and link to information on the Council's website.
- Review/improve Council's recruitment and appointment processes:

- Communicate appointment decisions to successful and unsuccessful interviewed candidates and to the College within 10-15 business days;
  - Confirm and communicate constituency characteristics and eligibility for appointment i.e. employer, employee, public and CAAT members; and
  - Review Council's recruitment and appointment processes in comparison to processes of similar agencies for opportunities to adopt/adapt proven methods.
- Manage compliance with agency and statutory obligations:
    - Review and comply with obligations under the *Public Service of Ontario Act 2006*, O. Reg. 381/07 (Conflict of Interest), the AAD, the *Freedom of Information and Protection of Privacy Act* and the *Archive and Records Keeping Act, 2006*:
      - Submit reports to the Minister: Multi-Year Business Plan and Annual Report, Risk Assessment; and
      - Monitor and respond to potential conflict of interest.

### 4.3 Contributing Factors

To be successful, the Council needs to engage the public, stakeholders and individuals to fill open positions in keeping with the demographic and other legislated requirements of the Act. The following are factors that may impact the Council's work:

#### External Factors

- Support: Public and stakeholder support for the College.
- The College: Informs the Council on defining priority trade board appointments and the number of appointments.
- Shifting Workforce and Public Demographics: A shift in workforce and/or public demographics would need to be reflected in the governance structure of the College.
- Public Issues and Concerns Regarding the Trades: Public sensitivities may generate pressures on the trades and the apprenticeship environment.
- Sector-Specific Health: The health of the construction, industrial, motive power and service sectors has particularly strong influence on the demand for apprentices and skilled tradespersons.

- The Provincial Government: Economic drivers, including skills training priorities and initiatives, will influence Council activities.
- Federal Initiatives: Employment and Social Development Canada has its own trades and apprenticeship strategies, supports and programs, including incentive and completion grants, the Red Seal program and Employment Insurance supports.

### **Internal Factors**

- Council Membership: Timely appointments to fill Council vacancies are essential to maintain quorum and momentum.
- Regulations and Legislation: Regulations and legislation allow appointments to proceed and define the scope of appointments required.
- Procedural Legislation, Regulations and Mandates: The *Freedom of Information and Protection of Privacy Act*, the *Public Service of Ontario Act 2006*, the Corporate Policy on Information and Information Technology (I&IT) Security, 2011 and the Management and Use of Information & Information Technology (I&IT) Directive, 2011, and other Government of Ontario policies that define how the Council operates and reports.
- The Ministry of Advanced Education and Skills Development: The Ministry is responsible for apprenticeship.
- AAD: directs agencies on governance, reporting and planning obligations and dates.
- Resources (financial and personnel): The Council has no direct operating funds and relies on the Secretariat for administrative support functions.

## 5.0 Resources

### Financial Resources

The Council has no budget: the reimbursement of the Council members' expenses and per diems are administered by the Ministry<sup>3</sup>. Costs consist of per diems and travel/accommodation for the Council members.

The three-year expense projection:

Expense Type	2016/17	2017/18	2018/19
Per Diems	18,375	18,375	18,375
Travel	6,000	6,000	6,000
Total	24,375	24,375	24,375

### Human Resources

The Council does not directly employ staff, so there are no budgetary or human relations management factors to manage. The Council is supported by a secretariat, staffed by personnel drawn from the Corporate Policy and Special Projects Branch of the Ministry of Labour. Full-time staff is made up of one manager, three program and policy advisors, and administrative supports are assigned on a part-time basis as needed. Secretariat support functions include:

- Administration:
  - Manages per diem and travel-cost disbursement records; maintains logs, records and files (applications, public/applicant queries, conflict of Interest, appointments); prepares meeting materials and minutes; prepares letters-for-signature.
- Meetings:
  - Supports Council meeting; prepares and distributes materials; records and stores minutes; provides in-person and/or remote subject matter expertise at sub-committee meetings as appropriate.

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<sup>3</sup> In Spring 2016, the Council became an agency of the Ministry of Labour (transferred from the Ministry of Advanced Education and Skills Development).

- Process:
  - Provides advice on governmental and agency obligations and processes.
- Appointment Function:
  - Applications:
    - Collects, records and screens applications for positions with respect to the College's governing structure in accordance with the Council's operating guidelines; provides advice and feedback on the appointments process, and position descriptions; provides advice on approaching position openings, volume, tracking and queries related to applications submitted; provides analysis on aggregate application submissions and statute-specified demographics; updates application forms as required.
  - Interviews, and Appointment Notifications:
    - Attends Council meetings and provides support as required; arranges and manages candidate interviews; conducts due diligence (application screening, reference checks); manages appointment confirmation processes, documents and records; notifies appropriate College liaisons.
- Outreach and Communications:
  - Consolidates, maintains and updates stakeholder, agency and media e-mail/ mailing lists, checking for accuracy and completeness; drafts messaging for outreach – general and targeted email blasts as required; prepares and distributes appointment-opportunity e-mails; redirects, manages and responds to queries submitted to the Council; maintains and updates website; responds to public queries; conducts media scans for the Council's attention; distributes soft and hard copy mail, as required.
- Orientation:
  - Organizes orientation of new members on:
    - Council meeting minutes;
    - Council's Operational Manual/Meeting Guidelines;
    - Roster of current appointees to the College's governing structure;
    - Memorandum of Understanding ("MOU"), Three-Year Business Plan and Annual Report;
    - AAD;

- Relevant Legislation: *Ontario College of Trades and Apprenticeship Act, 2009; Public Service of Ontario Act 2006, O. Reg 381/07; Freedom of Information and Protection of Privacy Act; and, the Archive and Records Keeping Act, 2006;* and
    - Website orientation.
- Website, Databases and Email Account Maintenance:
  - Maintains and enhances the Council website:
    - Updates style, text and information under direction of the Council.
  - Maintains database functionality and appointments-related links and information.
  - Maintains the Council email account:
    - Responding to appointment-related email inquiries on behalf of or relating to the Council;
    - Maintaining e-mail communications lists; and
    - Sending and managing all mass e-mail communications on behalf of or relating to the Council.
  - Maintains Council's LinkedIn account:
    - Inviting current/former appointees and new applicants to become followers; and
    - Posting regular updates regarding vacancies and upcoming expiring terms.
  - E-mail services is maintained by the Community Services Cluster Information and Information Technology of the Government of Ontario. No charge-backs are anticipated.
- Security and Information Retention:
  - The Council is updated, as required, on relevant security and information retention (and disposal) practices and policies.

## **Legal Services:**

As per the MOU, the provision of legal advice and services to ministries and specified agencies is the responsibility of the Ministry of the Attorney General. The Agency, as represented by the Chair, shall obtain legal services from the Ministry of the Attorney General, more particularly, the Legal Services Branch of the Ministry. Where necessary, the Director of the Ministry's Legal Services Branch can retain outside legal counsel in accordance with the Ministry of the Attorney General's Corporate Operating Policy on Acquiring and Using Legal Services.

## Appendix A: Expiring Terms

Appointment Category	2016/2017	2017/2018 <sup>a</sup>	2018/2019 <sup>b</sup>
Board of Governors (BoG)	5	12	3
Divisional Boards (DB)	4	9	2
Trade Board (TB)	51	176	51
Roster of Adjudicators (RoA)	4 <sup>c</sup>	13	5
Total	64	210	61

**Note:** Appointees with expiring terms who will not be eligible for reappointment consideration:

- a 128 members - 9 BoG, 8 DB, 99 TB and 12 RoA
- b 30 members - 25 TB and 5 RoA
- c These four RoA appointees are the remaining OLRB Professional Adjudicators. Each will be eligible to serve 1 additional year.

# Appendix B: The Ontario College of Trades and Apprenticeship Act, 2009

## Excerpt of section 63

### PART XI APPOINTMENTS COUNCIL

#### Appointments Council established

[63. \(1\)](#) A council is established under the name College of Trades Appointments Council in English and Conseil des nominations à l'Ordre des métiers in French. 2009, c. 22, s. 63 (1).

#### Composition

[\(2\)](#) The Appointments Council shall be composed of a chair and eight other members appointed by the Lieutenant Governor in Council. 2009, c. 22, s. 63 (2).

#### Term of office

[\(3\)](#) The term of office of a member shall be at the pleasure of the Lieutenant Governor in Council and shall not exceed three years. 2009, c. 22, s. 63 (3).

#### Multiple terms

[\(4\)](#) A member of the Appointments Council may serve for more than one term. 2009, c. 22, s. 63 (4).

#### Same

[\(5\)](#) A member of the Appointments Council may not serve for more than six consecutive years but is eligible for reappointment after one year's absence from the Appointments Council. 2009, c. 22, s. 63 (5).

#### Remuneration

[\(6\)](#) The chair and other members of the Appointments Council shall be paid such remuneration and allowance for expenses as are fixed by the Lieutenant Governor in Council. 2009, c. 22, s. 63 (6).

#### Quorum

[\(7\)](#) Five members of the Appointments Council constitute a quorum. 2009, c. 22, s. 63 (7).

#### Vacancies in Board

[\(8\)](#) If one or more vacancies occur in the membership of the Appointments Council, the members remaining on the Council constitute the Council so long as their number is not fewer than the quorum established by subsection (7). 2009, c. 22, s. 63 (8).

#### Duty to make appointments

[\(9\)](#) The Appointments Council shall appoint,

- (a) the members of the Board;
- (b) the members of the divisional boards and trade boards; and
- (c) the members of the roster of adjudicators. 2009, c. 22, s. 63 (9).

## **Reflecting diversity**

[\(10\)](#) When carrying out its functions under subsection (9), the Appointments Council shall take into account the importance of reflecting across the governing structure of the College,

- (a) Ontario's English and French linguistic duality;
- (b) the diversity of Ontario's population;
- (c) gender balance;
- (d) representation from unionized and non-unionized and from large, medium and small business environments; and
- (e) the various geographic areas of Ontario named in a Board regulation. 2009, c. 22, s. 63 (10).

## **Governing structure**

[\(11\)](#) For the purposes of subsection (10), the governing structure of the College consists of the Board, the divisional boards, the trade boards and the roster of adjudicators. 2009, c. 22, s. 63 (11).

## **Additional functions**

[\(12\)](#) In addition to its functions under subsection (9), the Appointments Council shall perform such duties as may be assigned to it by the Lieutenant Governor in Council. 2009, c. 22, s. 63 (12).

## **Memorandum of understanding**

[\(13\)](#) The Appointments Council shall perform its functions under this Act in accordance with a memorandum of understanding to be entered into between the chair, on behalf of the Council, and the Minister. 2009, c. 22, s. 63 (13).

## **Administrative support**

[\(14\)](#) The Minister shall provide the Appointments Council with such administrative support as the Minister considers necessary for the purposes of the Council. 2009, c. 22, s. 63 (14).

Note: Part XII (sections 64 to 71) comes into force on a day to be named by proclamation

# Appendix C: Agencies & Appointments Directive Requirements

The AAD is a Management Board of Cabinet Directive, issued under the *Management Board of Cabinet Act*. As a non-board governed regulatory agency of the government, the Council's mandatory requirements include:

- Multi-Year Business Plans;
- Annual Reports;
- MOU;
- A Risk Assessment Evaluation;
- A Mandate Review;
- Compliance Attestation; and
- Public Posting of documents including: MOU, Business Plans, Annual Reports, and Members' Expense Information

# Appendix D: College of Trades Appointments Council Member Profiles

**Karyn Brearley**, Member (May 27, 2015 to May 31, 2016); Chair (June 1, 2016 to November 30, 2016)

Karyn Brearley is CEO and Executive Director of the Yves Landry Foundation and has more than 15 years; executive level leadership experience within the education environment. Her career has taken her to adult education in the private and public sector, and now, not-for-profit. She strongly advocates for life-long learning, choosing careers in the trades, and encouraging young women to consider the skilled trades as viable career options. She has served on the Ministry of Training, College and Universities' Apprenticeship Awards Committee, the Canadore College Board of Governors, and is currently serving on the University of Ontario Institute of Technology Board of Governors.

**Patrick Dillon** (May 19, 2010 to May 18, 2016)

Patrick Dillon is the business manager and secretary-treasurer of the Provincial Building and Construction Trades Council of Ontario. Mr. Dillon has also served as executive chairman of the International Brotherhood of Electrical Workers and he is a member of the Workplace Safety and Insurance Board. A certified electrician, Mr. Dillon is a director and past president of the Ontario Construction Secretariat and the Construction Safety Association. He is also a director of the DeNovo Treatment Centre and the Corrections Canada Advisory Board. Mr. Dillon has served on the Council since May 19, 2010.

**Ian Thomas Howcroft** (May 27, 2015 to May 27, 2018)

Ian Howcroft is the Vice-President of the Ontario Division of Canadian Manufacturers & Exporters (CME). He joined CME (formerly the Canadian Manufacturer's Association) in 1988 as an Employee Relations Policy Advisor. Mr. Howcroft is a member of the Post-Secondary Education Quality Assessment Board. His professional memberships include Ontario Centres of Excellence, the Centre for Workplace Skills and Skills Canada. He holds an Honours Bachelor of Arts degree from McMaster University and a Bachelor of Laws degree from the University of Western Ontario.

**Hugh Laird** (May 19, 2010 to May 18, 2016)

Hugh Laird is executive director of the Interior Finishing Systems Training Centre (IFSTC) and the Interior Systems Contractors Association of Ontario (ISCA). Mr. Laird studied engineering at Seneca College and apprenticed as a boilermaker once he completed his studies. He finished his training in 1974 and worked as both a tradesman and business manager until his appointment to the IFSTC and ISCA in 1993. For the past 17 years, Mr. Laird has operated the largest drywall training centre in North America, assisting thousands of young men and women to complete their

apprenticeships. Mr. Laird has a long history of working with the provincial government to advance trades training in Ontario.

**Gail Smyth** (May 19, 2010 to May 18, 2016)

As executive director of Skills Canada-Ontario, Gail Smyth is a leader in promoting careers in the skilled trades and technologies to young people in Ontario. She has served on the Minister of Education's Curriculum Council, the National Committee for Promotion of Careers in the Skilled Trades, and the Waterloo Business and Education Council. She was an advisor on co-op education to Conestoga College for robotics, woodworking, and food and beverage programs. Ms. Smyth has served on the Council since May 19, 2010.

**Allan West** (May 19, 2010 to May 18, 2016)

Allan West is a vice-president and director of the K.J. Beamish Group of Companies. Mr. West has been involved in the estimation and project management of road work projects for more than 30 years. He is treasurer and secretary of the Coalition of Concerned Construction Employers and is a member of the Project Management Institute through his company, the Ontario Road Builders' Association, the Ontario Hot Mix Producers Association and the Ontario Stone, Sand & Gravel Association. In 1986, he worked with the Ontario Women's Directorate to introduce a program to encourage women to pursue careers in road building. Mr. West has served on the Council since May 19, 2010.

**Teresa Weymouth** (May 27, 2015 to May 26, 2018)

Terry Weymouth is an experienced Unifor National Skilled Trades Union Education Coordinator and a 309A Construction and Maintenance Electrician Journey person. She brings a passionate commitment and advocacy for the promotion of trades, through both education and by example. Ms. Weymouth regularly helps deliver opportunities for Canadians to engage in skills training and pre-apprenticeship programs. Her community involvement includes serving as a member of the Women's Enterprise Skills Training "We Succeed Beyond the Status Quo" Advisory Committee, the Canadian Association of Women in Construction, Level Best Women's Advancement Project Advisory Committee, and as a board member of the Welcome Centre Shelter for Women.

**Norman Wolfson** (May 19, 2010 to May 18, 2016)

Norman Wolfson is president of Lecours Wolfson Ltd, a recruitment firm servicing the North American foodservice and hospitality industry. Mr. Wolfson has been active in the industry since 1980. He is a member of the editorial advisory board for Foodservice & Hospitality magazine and has served on the program advisory committee for the hotel management program at George Brown College in Toronto. Mr. Wolfson is also a member of the Canadian Restaurant and Foodservices Association and he served on the selection committee for the Ontario Hostelry Institute's Top 30 Under 30 Award from 2005 to 2009. Mr. Wolfson has served on the Council since May 19, 2010.



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