



EVALUATION OF THE UNION TRAINING AND INNOVATION PROGRAM

Final Report

January 2022

Evaluation of the Union Training and Innovation Program

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Executive Summary

The Union Training and Innovation Program was launched in 2017–2018 and allotted \$110 million over five years and an ongoing \$25 million annually to support union-based apprenticeship training, innovation and enhanced partnerships.

The Program aims to strengthen union-based apprenticeship training by sharing with unions the cost of training equipment and supporting innovative approaches to address challenges that limit apprenticeship outcomes. The Program is currently delivered through the following funding streams:

- Stream 1 (Investments in Training Equipment) provides unions with up to 50% of the cost to purchase new, up-to-date equipment/materials needed for training workers in the Red Seal trades.¹
- Stream 2 (Innovation² in Apprenticeship) provides support for innovative approaches and enhanced partnerships to address long-standing challenges³ limiting apprenticeship outcomes. This stream is open to a range of stakeholders and partners. However, unions representing workers in Red Seal trades must be involved, either as the lead or as a partner on projects.

For both Streams, projects focus on the participation and success of key groups (i.e. women, Indigenous Peoples, newcomers, persons with disabilities, and visible minorities); and involve broad-based partnerships with employers, community and non-profit groups, training providers, provinces and territories, Indigenous communities, colleges, etc.

Overall, the Program has invested \$127.4M during the evaluation period and funded 217⁴ projects. From 2017 to the end of 2019-2020, approximately 24,300 participants have participated in these projects. Additionally, a separate contribution agreement with

¹ The Interprovincial “Red Seal” Program was established to provide greater mobility across Canada for skilled workers. Through the program, apprentices who have completed their training, and certified journeypersons, are able to obtain a “Red Seal” endorsement on their Certificates of Qualification and Apprenticeship by successfully completing an Interprovincial Standards Examination. More information can be found at [Red Seal Program](#).

² An innovative project refers to the use of a new approach or a modification to an existing approach with the intention of improving apprenticeship training and outcome to address current challenges or gaps in the skilled trades.

³ Examples of challenges include lack of resources and support for success on certification examinations, lack of suitable mentors and role models, language barriers for newcomers to Canada Employers, lack of understanding of Indigenous culture, cultural stereotypes about gender norms, harassment and discrimination, family obligations and lack of access to flexible or suitable child care for trades occupations, employer misconceptions regarding persons with disabilities on issues such as safety and productivity.

⁴ A total of \$139.3M was spent on UTIP between 2017-2018 to 2020-2021, which includes \$11.9M committed to Quebec through a separate Contribution Agreement. Total number of projects (excluding individual Quebec projects) is 217.

the province of Quebec committed \$11.9M during the same period through, but this agreement is outside the scope of this evaluation.

The current evaluation assesses the Program's design, implementation and early achievements. It covers the period from the program's inception in fiscal year 2017–2018 to fiscal year 2020–2021⁵. The evaluation satisfies the *Financial Administration Act* requirement to evaluate the Program on a five-year cycle.

Key Findings

The budget was spent as planned to fund projects under Stream 1 and Stream 2. The funding focussed on projects that improved the quality of training in the trades, addressed barriers limiting participation and success in trades training and careers, and enhanced partnerships.

The budget was allocated to fund 217 projects of both streams (excluding Quebec), through six calls for proposals, held annually in 2017–2018, 2018–2019, and 2019–2020.

Forty-five percent of unions funded in Stream 1 have partnered with other unions, and 38% of recipients funded in Stream 2 have partnered with Indigenous organizations for the delivery of their respective projects.

By geographical and zonal distribution of funding, the Program contributed to reducing barriers to access trades training. However, Ontario had the largest number of funded projects.

The 2019–2020 Federal Apprenticeship Programs Survey Report reveals that Ontario had the largest number of funded projects (38) followed by British Columbia with 11 projects.

The regional distribution of projects is also consistent with the distribution of registered /continuing apprentices across Canada as presented in the 2019 Registered Apprenticeship Information System.

The majority of the funding recipients indicated they were satisfied with the funding they received as part of the Program.

The recipients said they were satisfied with the services provided by the Program and the responsive timing of the calls for proposals. Overall, it met their organizations' needs.

⁵ Specifically, the evaluation covers active projects from 2017 to December 2020.

Fifty-six percent of the interviewees reported that Indigenous Peoples had access to the training, equipment and materials funded, as a result of these type of innovative approaches.

The majority of funding recipients used various innovative approaches to advertise their training opportunities and to help increase participation. For example, they developed a digital marketing recruitment strategy through social media like Facebook. They also promoted their training at trade shows, job fairs and information sessions.

In addition, some funding recipients worked with existing members and women mentors as role models to encourage women to enter apprenticeship training. This has been very successful.

In 2019-2020, the Program exceeded the targeted number of projects participants by 24%.

The Program reached the targeted number of participants for winter 2019 and exceeded it by 24% for 2019-2020. The 2019-2020 Federal Apprenticeship Program Survey results show that between its inception in 2017-2018 to 2019-2020, 24,267 individuals have participated in funded projects in Streams 1 and 2. Out of this number, 26% of total participants were from key groups.

In addition, in fiscal year 2019-2020, a total of 17,147 individuals participated in funded projects (15,415 in Stream 1 and 1,713 in Stream 2). In this same fiscal year, 54% of total participants in Stream 1 projects, and 56% of Stream 2 projects are continuing their apprenticeships. Funding recipients also reported an increase in participant skills after program intervention – 67% of participants in Stream 1, and 82% in Stream 2, respectively. Almost 100% of participants in Stream 1, and 52% in Stream 2 are employed in a Red Seal trade.

Although a performance framework was in place, there were limitations in performance measurement reporting.

The Program has a performance measurement framework, which include a logic model, indicators and data collection tools. In order to fulfill their reporting requirements stated in the contribution agreements, the funding recipients are required to submit Key Performance Indicator reports to the Department.

The project files review conducted in 2021 revealed that even though the Key Performance Indicators were collected through the annual Federal Apprenticeship Program Survey, minimal information on those indicators can be found in the Common System for Grants and Contributions (CSGC). Only one final report was found completed during the evaluation reporting period.

Recommendations

Improve the Program's performance monitoring, data collection and performance records.

The project file review conducted in 2021 assessed projects that had been ongoing for more than one year⁶. This review revealed that the required project specific data and information from recipients were not available in the Common System for Grants and Contributions.

According to the 2019-2020 Federal Apprenticeship Programs Survey Report, some of the funding recipients indicate they are experiencing difficulty collecting and recording data on the number of individuals from key groups in their projects. This may be due, in part, to a lack of understanding of their own responsibilities and authorities to collect data on key groups and hesitancy from those groups in disclosing their heritage or background.

Explore how other apprenticeship trainings could target regions where union involvement in training is less prevalent.

The regional distribution of projects is consistent with the fact that for both Stream 1 and Stream 2, Ontario has had the largest number of union training centres.

Other provinces and territories where training is almost universally provided through public institutions have relatively few union training centres and have benefited less from the Program funding (such as Alberta, Manitoba).

⁶ According to the Program's performance measurement framework, data collection tools to support reporting on results and available through the Common System for Grants and Contributions include: quarterly activity and data reports, and close out reports when applicable.

Management Response and Action Plan

Overall Management Response

Employment and Social Development Canada's Skills and Employment Branch (SEB) and the Program Operations Branch (POB) would like to thank the individuals who contributed to the evaluation of the Union Training and Innovation Program (UTIP), particularly the members of the Evaluation Directorate, as well as all interview participants who provided their insights as part of this evaluation.

Launched in 2017, UTIP Streams 1 and 2 support union-based apprenticeship training, innovation and enhanced partnerships in the Red Seal trades. The Investments in Training Equipment Stream (Stream 1) provides unions with up to 50% of the cost of new, up-to-date equipment and materials that meet industry standards or investment in technology in the Red Seal trades; and the Innovation in Apprenticeship Stream (Stream 2) provides support for innovative approaches and enhanced partnerships to address longstanding challenges limiting apprenticeship outcomes.

The evaluation found that the program was implemented to achieve its objectives, the majority of the funding recipients indicated they were satisfied with the funding they received as part of the Program, the Program has made progress in fostering innovation in the delivery of projects, and the Program has contributed to the achievement of its outcomes related to employment in a skilled trade and continuing in apprenticeship.

Employment and Social Development Canada agrees with the evaluation's two recommendations to:

- Improve the Program's performance monitoring, data collection and performance records;
- Explore how other apprenticeship training could target regions where union involvement in training is less prevalent.

Recommendation #1

Improve the Program's performance monitoring, data collection and performance records.

Management Response

Management agrees with this recommendation.

To ensure projects are meeting their activities' objectives, and to monitor risk management requirements, recipients report to POB on project activities, outputs and outcomes on a quarterly basis.

Building on current efforts, the Program will continue to collect data through the annual Federal Apprenticeship Programs Survey (FAPS).

Since 2019, SEB and POB have worked together to develop and collect data through the FAPS. Each year, the FAPS gathers annual data on KPIs and identifies lessons learned and best practices to support policy program development and decision-making. The survey approach helps to collect consistent and rich data throughout the lifecycle of the projects, enabling effective analysis of the program. The FAPS response rate for UTIP was 83% in 2019-2020 and 92% in 2020-2021.

UTIP funding recipients indicated challenges with collecting data on key groups participants, including women, newcomers, Indigenous Peoples and Persons with Disabilities. A few recipients reported uncertainty with their roles and responsibilities in requesting information from participants.

In addition, the data collection on key groups is provided on a voluntary self-identification basis. While voluntary self-identification is important, it makes it difficult for the Program to validate the information provided by program beneficiaries.

SEB and POB are planning to provide more information during the information sessions for Calls for Proposals (CFPs) to highlight recipient roles and responsibilities in collecting information on key groups, as part of the funding process. POB will also provide more guidance to the recipient during the negotiations and signing of the agreement, where the content of the agreement including clauses and the reporting requirements are explained.

Management Action Plan		Completion Date
1.1	Continue to conduct the FAPS to collect the annual KPIs data; explore ways to improve the response rate to the FAPS; and to record the collected data in an effective manner Lead: Skills and Employment Branch and Programs Operations Branch	Ongoing

1.2	Provide information during the information sessions for Call for Proposals and meetings leading up to the start of the project to highlight recipient responsibilities and authorities in collecting information on key groups Lead: Programs Operations Branch and Skills and Employment Branch	Ongoing
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Recommendation #2

Explore how other apprenticeship training could target regions where union involvement in training is less prevalent.

Management Response

Management agrees with this recommendation.

The regional distribution of UTIP projects reflects areas where the highest number of union training centres are located⁷. Ontario has the largest number of centres. In jurisdictions where training is traditionally provided through public institutions, there are relatively few union training centres. These regions are less likely to benefit from UTIP funding (e.g. Alberta, Manitoba and the Territories).

The Canadian Apprenticeship Strategy, announced in Budget 2019, aims to ensure that ESDC's existing apprenticeship supports and programs—including the UTIP—address the barriers to entry and progression for those who want to work in the skilled trades in the most effective way, and support employers who face challenges in hiring and retaining apprentices.

ESDC will identify opportunities under the Canadian Apprenticeship Strategy to target investments to remove barriers and get more Canadians the hands-on experience and apprenticeship training they need to build good, well-paying careers in the skilled trades, including in regions where union involvement in apprenticeship training is less prevalent.

⁷ In Quebec, in-school training is undertaken in the public school system prior to an individual registering with an employer as an apprentice. To account for this, UTIP is implemented through a separate agreement with the provincial government.

Management Action Plan		Completion Date
1.1	Identify opportunities under the Canadian Apprenticeship Strategy to target investments to remove barriers and get more Canadians the hands-on experience and apprenticeship training they need to build good, well-paying careers in the skilled trades, including in regions where union involvement in apprenticeship training is less prevalent. Lead: Skills and Employment Branch	Ongoing

Introduction

The Union Training and Innovation Program aims to improve the quality of training in the skilled trades, enabling a more skilled, certified and productive workforce. The Program provides support for union-based apprenticeship training, innovation and enhances partnerships in the Red Seal trades through two Streams⁸ of funding:

- **Investments in Training Equipment**
- **Innovation in Apprenticeship**

The evaluation covers the period from the program's inception in fiscal year 2017-2018 to fiscal year 2020-2021⁹. It satisfies the *Financial Administration Act* requirement to evaluate the Program on a five-year cycle. The evaluation examined the Program's design, implementation and early achievements. It builds on a combination of findings from three (3) lines of evidence¹⁰:



Key Informant Interviews



Document Review



2019-2020 Federal Apprenticeship Programs Survey

Key Evaluation Results

The main findings from the evaluation include:

1. The budget was spend as planned to fund projects under Stream 1 and Stream 2. The funding focussed on projects that improved the quality of training in the trades, addressed barriers limiting participation and success in trades training and careers, and enhanced partnerships.
2. By geographical and zonal distribution of funding, the Program contributed to reducing barriers to access trades training. However, Ontario had the largest number of funded projects.
3. The majority of the funding recipients indicated they were satisfied with the funding they received as part of the Program.
4. Fifty-six percent of the interviewees reported that Indigenous Peoples had access to the training, equipment and materials funded, as a result of these type of innovative approaches.
5. In 2019-2020, the Program exceeded the targeted number of projects participants by 24%.

⁸ More information about each Stream can be found in Annex B and C respectively.

⁹ Specifically, the evaluation covers active projects from 2017 to December 2020.

¹⁰ More information on the evaluation questions and lines of evidence is available in Annex E.

6. Although a performance framework was in place, there were limitations in performance measurement reporting.

Based on these findings, the evaluation recommends the following:

1. Improve the Program's performance monitoring, data collection and performance records.
2. Explore how other apprenticeship trainings could target regions where union involvement in training is less prevalent.

Program Background

Launched in 2017, the Union Training and Innovation Program provides \$25 million annually, through grants and contributions. The Program supports union-based apprenticeship training, innovation and partnerships in the Red Seal trades through two streams of funding:

Stream 1: Investments in Training Equipment



- ✓ Provides unions with up to 50% of the cost of new equipment and materials to meet industry standards or investments in technology in the Red Seal trades. This Stream will lead to a more skilled, inclusive, certified and productive trades' workforce.

Stream 2: Innovation in Apprenticeship



- ✓ Provides support for innovative approaches to address long-standing challenges limiting apprenticeship outcomes.

Specifically, the Union Training and Innovation Program was designed to:

- ✓ Complement existing initiatives by focusing on **new areas for investment** such as encouraging innovation in apprenticeship training systems; and,
- ✓ Contribute to the objective of improving apprenticeship outcomes which include helping apprentices progress and certify in the Red Seal trades, particularly for key groups such as:
 - Indigenous Peoples
 - Women
 - Persons with disabilities
 - Racialized communities, such as black Canadians and newcomers

The Program objectives are:

1. To improve the quality of training in the trades
2. Address barriers limiting participation and success in trades training and careers, and
3. Enhance partnerships between stakeholders

The Union Training and Innovation Program **Funding recipients** include:

- ✓ Unions representing workers in Red Seal trades;
- ✓ Organizations managing training funds for Red Seal trades workers;
- ✓ For-profit and not-for-profit organizations;
- ✓ Indigenous organizations (including band councils, tribal councils and self-government entities);
- ✓ Municipal, provincial and territorial governments, institutions agencies and Crown Corporations.



Since the launch of the Program in fiscal year 2017-2018 to December 2020, **217 projects** were funded for a total of **\$127.4 million**¹¹.

¹¹ A total of \$127.4M was spent on UTIP between 2017-2018 to 2020-2021, including \$11.9M committed to Quebec through a separate Contribution Agreement. The total number of projects (excluding individual Quebec projects) is 217.

Section 1: Program Design, Implementation and Client Satisfaction

These findings addressed the following evaluation questions:

1. Was the program designed and implemented as intended?
2. To what extent are clients satisfied with the program, including the processes to apply and obtain funding?

The Union Training and Innovation Program was designed and implemented to:

- Improve the quality of training in the Red Seal trades;
- Address barriers limiting participation and success in Red Seal trades training and careers; and,
- Enhance partnerships between stakeholders.

Summary of findings:

Program Design and Implementation:

- **The budget was used as planned** for the implementation of the Program. Amounts of funding requested demonstrated a real need.
- The Program focussed **funding on projects that:**
 - ✓ **Improved the quality of training in the trades;**
 - ✓ **Addressed barriers limiting participation and success** in trades training and careers, and,
 - ✓ **Enhanced partnerships** between stakeholders.
- The budget was allocated **to fund projects under Stream 1 and Stream 2.**
- The Program **helped build, strengthen, and enhance partnerships** between funding recipients and stakeholders.
- Geographical and zonal distribution¹² of Program funding **contributed to reducing barriers** to access trades training. However, Ontario, with its larger number of union training centers, was in a better position than other provinces and territories to obtain project funding.



Client Satisfaction :



- **Funding recipients were satisfied** with the services and the responsive timing of the call for proposals.
- However, stakeholders suggested some improvements for Program Design and Implementation.

¹² Geographical distribution refers to provinces and territories, and Zonal distribution refers to urban / rural / indigenous reserves.

Key Findings

Program Design and Implementation

The budget was used as planned for the implementation of the Program. Amount of funding requested demonstrated a real need.



The Program¹³ allotted **\$110 million over five fiscal years 2017-2018 to 2021-2022** and an **ongoing \$25 million annually**¹⁴ to support union-based apprenticeship training, innovation and enhanced partnerships in the Red Seal trades.

The table below shows the distribution of the Program funding by fiscal year from 2017 to 2021-2022. This table does not include the contribution agreement with the province of Quebec.

Table 1: Breakdown of Program funding information by fiscal year

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022 ¹⁵	TOTAL
TOTAL ALLOCATION	\$ 9,357,533	\$ 24,956,232	\$ 24,915,491	\$ 24,927,288	\$ 24,927,288	\$ 109,083,832
Operating Expenditures + IT Service Costs	\$ 1,557,533	\$ 1,956,232	\$ 1,915,491	\$ 1,927,288	\$ 1,927,288	\$ 9,283,832
Funding Available for Contributions	\$ 7,800,000	\$ 23,000,000	\$ 23,000,000	\$ 23,000,000	\$ 23,000,000	\$ 99,800,000

Source: ESDC, the 2019-2020 Federal Apprenticeship Programs Survey Report

¹³ The federal government has a separate contribution agreement of approximately \$12 million over three years with the "Ministère du Travail, de l'Emploi et de la Solidarité Sociale" due to the structure of apprenticeship training in the province of Quebec. This agreement started in the fiscal year 2018-2019 for the delivery of the program in the province of Quebec.

¹⁴ With the exception of the fiscal year of Program launch, 2017–2018, \$9.4 million was allotted.

¹⁵ FY 2021-2022 is not included in the evaluation period. However, the Program allotted funding from 2017-2018 to 2021-2022.

The 2019-2020 Federal Apprenticeship Programs Survey also reported that the Program funding has been awarded through six¹⁶ calls for proposals as shown below:



The Program has committed a total of **\$127.4M**¹⁷ during the evaluation period (from 2017-2018 to 2020-2021):

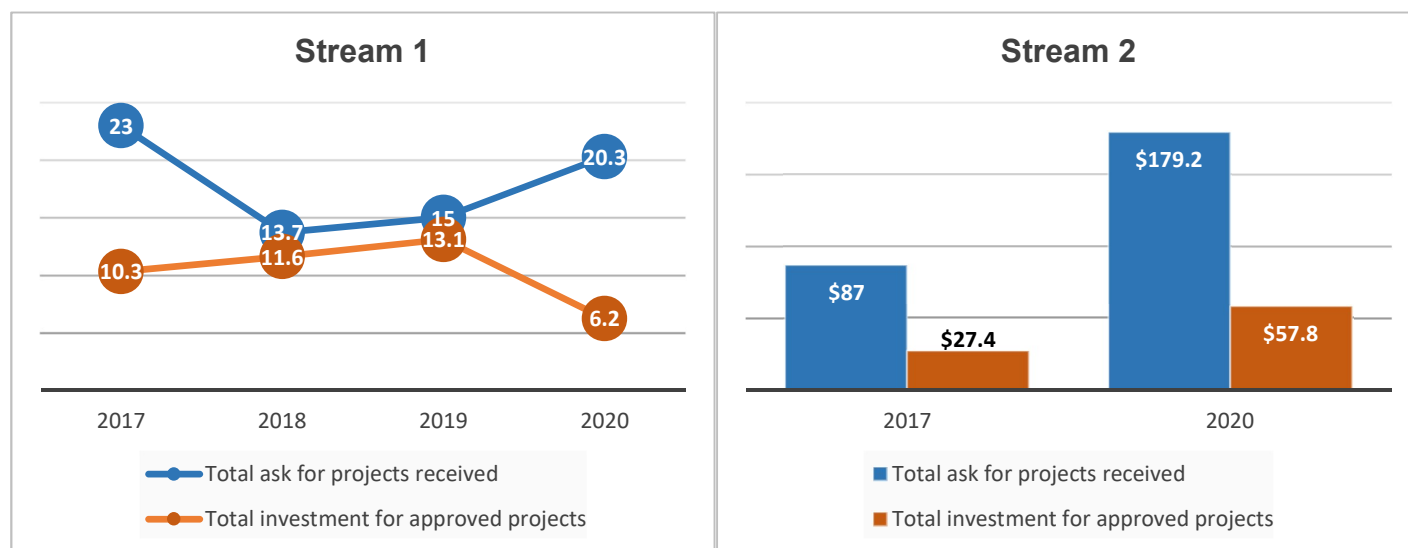


➤ \$42.2M (**57% of funding requested**) for Stream 1

➤ \$85.2M (**30% of funding requested**) for Stream 2

The figure below presents the total funding asked for proposals received and the total investment for approved projects, by Stream. Based on the Program criteria, not all organizations who applied for funding were eligible to receive it. The contribution agreement with the province of Quebec is not included in this figure.

Figure 1: Total Ask and Investment for the Program Stream 1 and 2 (in millions)



Source: ESDC, the 2019-2020 Federal Apprenticeship Programs Survey Report

¹⁶ There has been a call for proposal from August 3, 2021 and September 14, which is out of this evaluation scope.

¹⁷ **Source:** ESDC, the 2019-2020 Federal Apprenticeship Programs Survey.

The amount of total investment is an approximation based on available data. Please note that the investment is made over five years.

Program Design and Implementation

The Program funded projects that improve the quality of training in the trades, address barriers limiting participation and success in trades training and careers, and enhance partnerships between stakeholders.



The Union Training and Innovation Program projects supported the purchase of new and innovative equipment and material needed to train workers in the Red Seal trades (**Stream 1**), such as:



- Crane simulators
- Advanced welding technology
- Electric hoists

Stream 1:
**Investments in Training
Equipment**



182 projects funded

The Program also funded projects that aimed to use innovative approaches to address challenges limiting apprenticeship outcomes (**Stream 2**), such as:



- Using new communication and recruitment approaches
- Changing an existing approach
- Scaling of best-practices

Stream 2:
Innovation in Apprenticeship



35 projects funded

The Program continues to support the Red Seal trades:

- 217 projects (not including Quebec) were approved from when the program was first launched in fiscal year 2017-2018 to fiscal year 2020-2021.

Program Design and Implementation

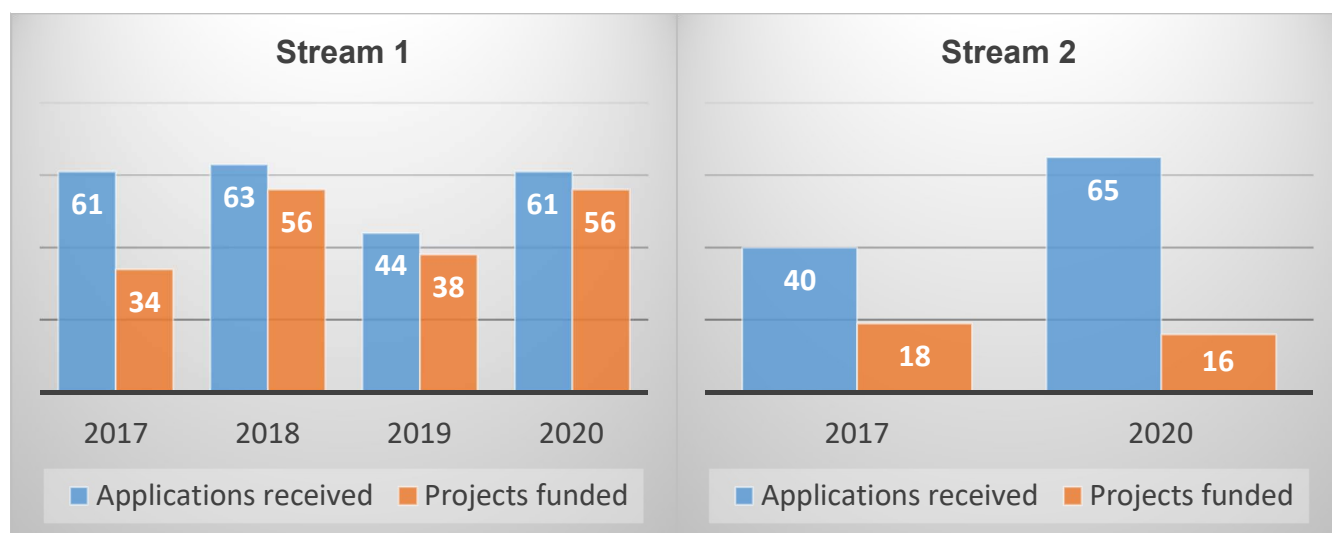
The budget was allocated to fund projects of both streams



- **Stream 1:** The number of funded projects has varied from year to year since the Program launch while the number of applications received has remained roughly the same. There is a vast range in the overall project budget proposals, which influences the number of organizations that can be funded annually.
- **Stream 2:** There were no calls for proposals in 2018-2019, and the number of projects funded has been approximately the same. However, amount funded increased from 19 approved (\$27.4M in 2017-2018) to 16 projects (\$56M in 2020-2021).

The figure below shows the distribution of application received and funded projects by year and Stream.

Figure 2: Number of projects funded by year and by Stream



Source: ESDC, the 2019-2020 Federal Apprenticeship Programs Survey Report

According to the 2019-2020 Federal Apprenticeship Programs Survey Report, the Union Training and Innovation Program's **\$127.4 million** funding has been awarded through six calls for proposals.

- Out of **334 applications received**, demonstrating a real need and interest, a total of 217 projects were funded:
 - 182 projects in Stream 1
 - 35 projects in Stream 2

There is the potential for a **rapid increase of funding requested for projects in the years to come**. That could lead to a big gap between the total funding ask versus total funding available for investment because:

1. The Program becomes well known; and,
2. Many organizations may seek Government support as a result of the COVID-19 pandemic. Additionally, Stream 2 projects Calls for Proposals (CFPs) tend to be larger in scope and overall project budget value.

Program Design and Implementation

51% of funding recipients reported having at least one partner. According to the Key Informant Interviews report, the Program helped build and strengthen partnerships.



- One of the Program's objectives is to enhance partnerships between stakeholders.
- The key informant interviews and document review reported that the Program contributed to improved relationships between funding recipients and their partners.
- A few Program officials mentioned that partners with access to key groups helped to increase the number of participants who identify as women, Indigenous Peoples, newcomers and people with disabilities.



Benefits:

- The **majority** of funding recipients interviewed said **applying for the Program funding positively influenced their relationships with partners**:
 - For example, the recipients consulted with their partners when designing their proposals.
- Because of the Program, some recipients **reached out to partners that represented or had access to the Program's target populations**.
- Finally, some recipients mentioned that as a result of the Program, **they developed strong relationships with partners**. Partners included the United Association, contractors, suppliers, colleges and school boards:
 - A few recipients said that partners **provided job opportunities for apprentices**.



Challenges:

- A few interviewees noted the difficulty of building their partnerships because:
 - **Some key groups, such as Indigenous groups, and communities have not had experience working with unions.**
 - The unions **did not understand the needs of these groups.**
- A few Program officials also noted that funding recipients' **partners could fall off or move on.** This is because projects had not been approved in a timely manner, as a result of bureaucratic delays at ESDC.

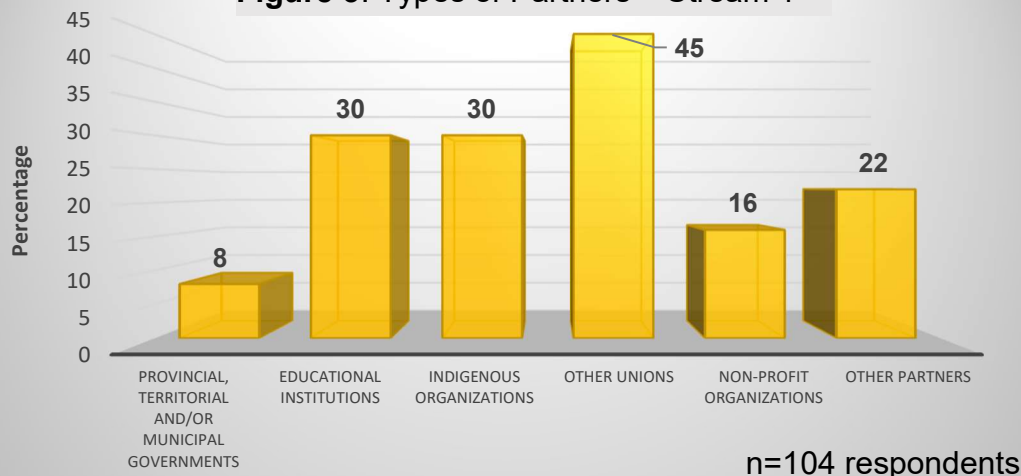
Program Design and Implementation

The Program helped to enhance partnerships between stakeholders and partners.

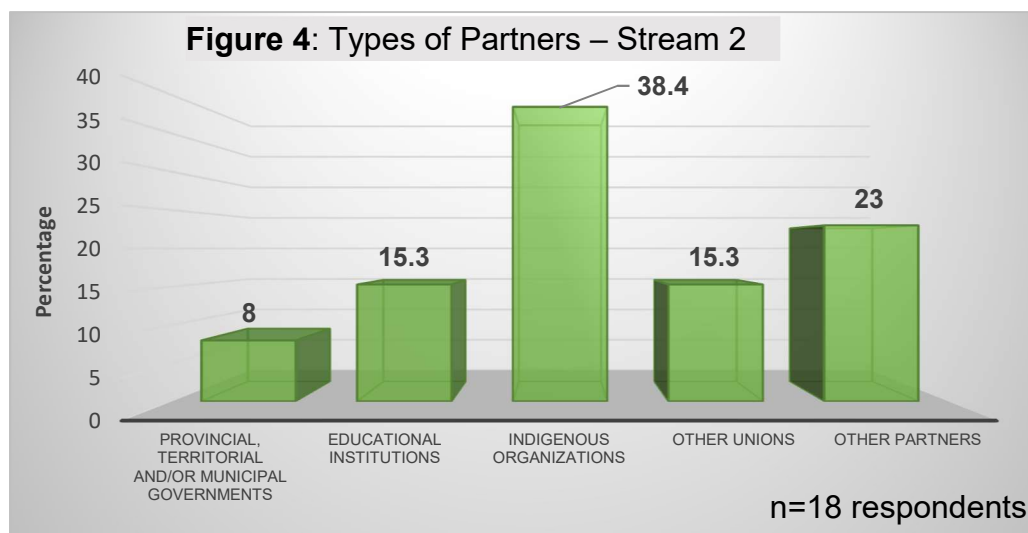


- It was expected that:
 - 50% of projects in the Stream 1 would involve a partnership, and
 - 10% of partners would have increased their financial investment over year prior to intervention.
- Stream 2 projects that are union led are not required to have partners, however non-union led projects must have a union partnership.
- Many funding recipients have partnered with more than one partner institution, organization or union. **Figures 3 and 4** below provide further information on the types of partners of funding recipients for Stream 1&2.

Figure 3: Types of Partners – Stream 1



- Stream 1: **47%** of funding recipients reported having at least one partner.
- There was not enough evidence to report on the partners' investment in Stream 1 projects.



- Stream 2: **72%** of funding recipients reported having at least one partner.
- There was not enough evidence to report on the partners' investment in Stream 2 projects.

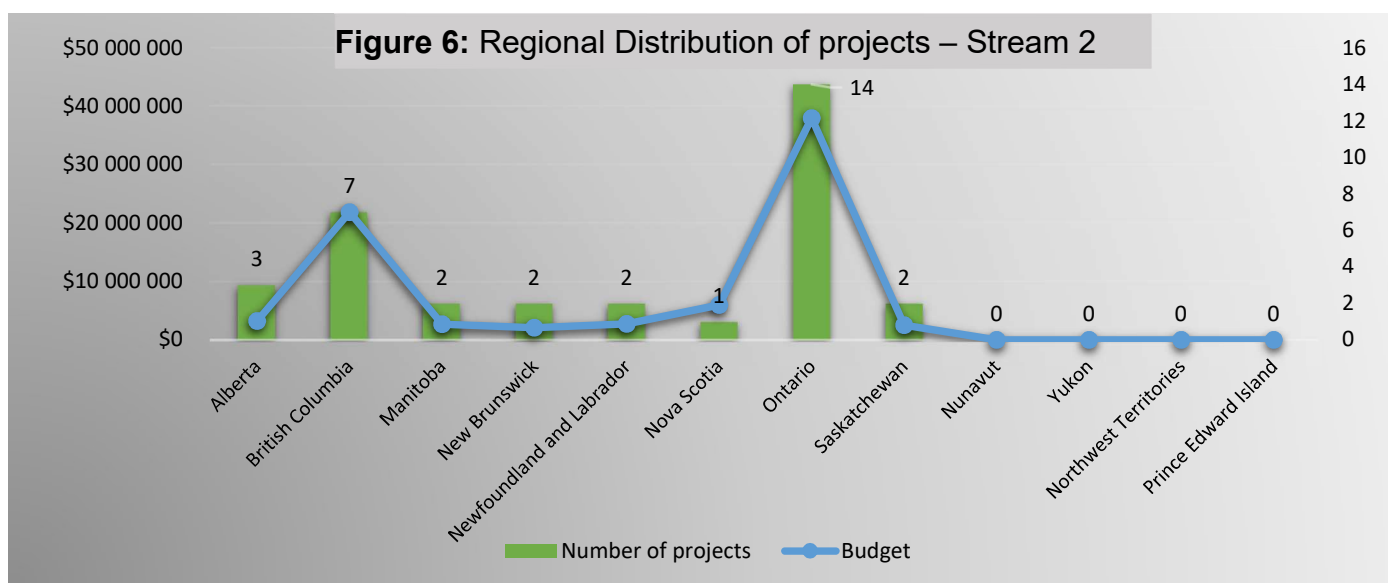
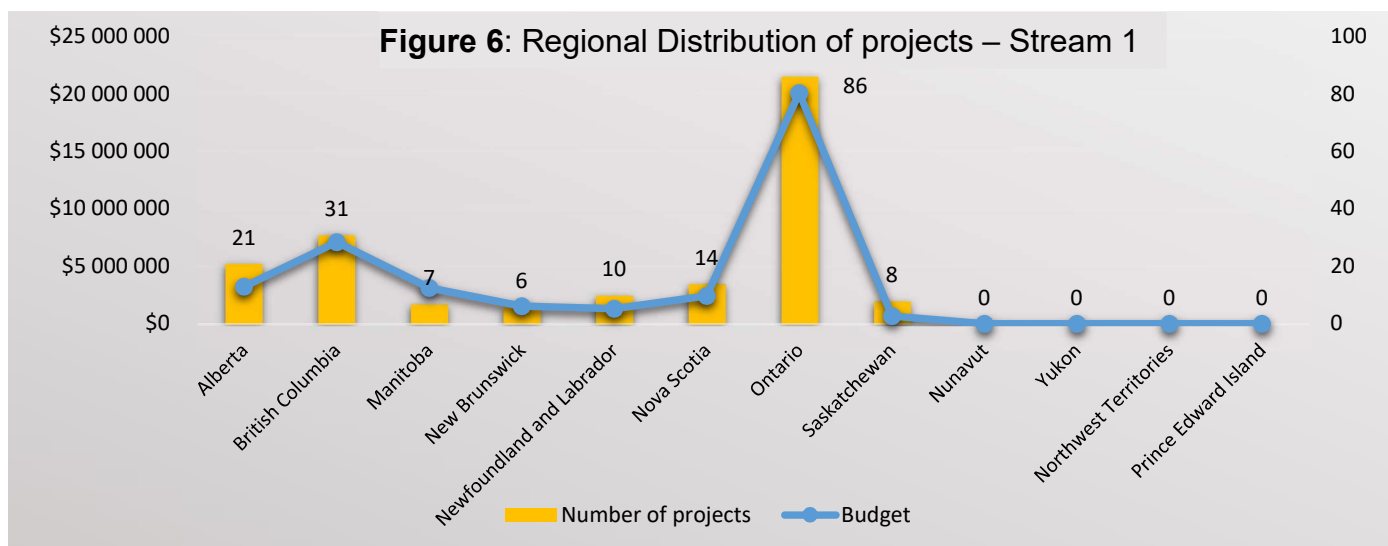
Source: ESDC, the 2019-2020 Federal Apprenticeship Programs Survey Report

Program Design and Implementation

By geographical distribution of funding, the Program contributed to reducing barriers to access trades training. However, Ontario had the largest number of funded projects.



- Organizations in all provinces and territories (P/Ts) are eligible to apply for the Program funding.
 - Except for organizations from the province of Quebec. In Quebec, apprenticeship training is solely undertaken in the public school system prior to registering with an employer as an apprentice, and unions do not provide training to apprentices.
- **Regional distribution of funding** contributed to address barriers limiting participation and success in trades training and careers.
 - Figures below show the regional distribution of the projects by Stream



Source: ESDC, the 2019-2020 Federal Apprenticeship Programs Survey Report

Also:

- The 2019-2020 Federal Apprenticeship Programs Survey Report reveals that Ontario had the largest number of funded projects (38) followed by British Columbia with 11 projects.
- The regional distribution of projects is consistent with the fact that for both Stream 1 and Stream 2, Ontario has had the largest number of union training centres. This is consistent with the distribution of registered /continuing apprentices across Canada as shown in the table below:

Table 2: Distribution on Apprentices Continuing and Still Registered in Trades by Jurisdiction

Number and Percentages of Apprentices Continuing and Still Registered in Trades by Jurisdiction in 2019		
Canada	245,010	
Ontario	69,657	28.43%
Quebec	67,491	27.55%
Alberta	42,753	17.45%
British Columbia	32,349	13.20%
Manitoba	8,790	3.59%
Nova Scotia	6,897	2.81%
Saskatchewan	6,039	2.46%
New Brunswick	4,497	1.84%
Newfoundland and Labrador	4,458	1.82%
Prince Edward Island	1,230	0.50%
Yukon	420	0.17%
Northwest Territories	312	0.13%
Nunavut	111	0.05%

Source: Statistics Canada, the 2019 Registered Apprenticeship Information System (RAIS)

- Other provinces and territories where training is almost universally provided through public institutions have relatively few union training centres. They have benefited less from the Program funding (such as Alberta, Manitoba).
- Although applications were not submitted by organizations from Yukon, Nunavut, Northwest Territories and Prince Edward Island, **participants from these provinces and territories are included in other projects.**
 - Such as mobile training delivered in remote communities or a regional training council through their membership.

Program Design and Implementation

Zonal distribution of Program funding contributed to reducing barriers to access trades training.

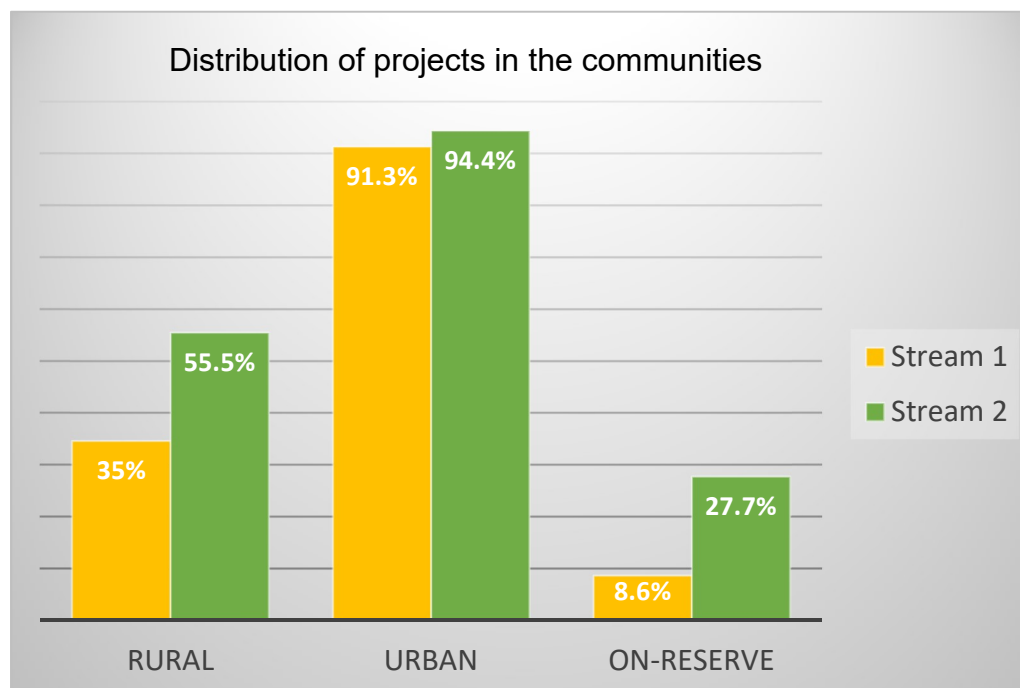


According to the 2019-2020 Federal Apprenticeship Programs Survey results, funding recipients in both Stream 1 and Stream 2 operate in different communities¹⁸:

- **93% are currently operating in urban communities,**
- **While 38% are operating in rural communities, and**
- **11% on Indigenous reserves.**

The fact that about half of funding recipients operate their projects in rural communities and/or on Indigenous reserves might **indicate that the program contributes to reducing geographical barriers to access trades training.** The **figure 7** below shows the distribution of both streams in the communities.

Figure 7: Zonal Distribution of projects



Source: ESDC, the 2019–2020 Federal Apprenticeship Programs Survey Report

¹⁸ It has been shown that, funded projects could operate simultaneously in different locations and communities.

Client Satisfaction

The key informant interviews revealed that funding recipients were satisfied with the services provided by the Program and the responsive timing of the calls for proposals.



- The majority of UTIP recipients reported that the timing of the **calls for proposals met their organizations' needs**.
- Some of them stated that **the Program came at the right time when they needed to purchase or upgrade their equipment and materials**.

During application process:

- The majority of the funding recipients interviewed mentioned that the Program **application process was simple and straightforward**.
- Evaluation findings show that the funding recipients **received support** from Program officials through various channels during the application process.
- Since 2019, **information sessions** were held during each Call for Proposal.

In addition:

- Some recipients expressed that the proposals **took a long time** to be processed and the projects to be accepted.
- A few recipients shared that it **was difficult to navigate** through the online application forms and design.

During projects' implementation:

According to the 2021 Union Training and Innovation Program Key Informant Interviews:

- The majority of the funding recipients indicated that they were **satisfied with the support and communication they received from ESDC** during their projects.
- Some recipients indicated **delays or lack of responses when contacting ESDC agents**.
 - A few of them said there was **not enough communication in regards to funding claims during the pandemic**.



- A few recipients shared concerns about **ESDC staff turnover** related to their projects.
 - There was a feeling of lack of consistency related to expectations and requirements by new agents handling projects.

Client Satisfaction

Stakeholders' suggestions for improving Program Design and Implementation.



Document review reveals that Program officials have held several meetings with stakeholders over the years to obtain their feedback on federal apprenticeship programs and supports.

Stakeholder experience with Program design and implementation:



- In general, **Union Representatives** indicated that support for union-based apprenticeship training through the Program is effective, especially under Stream 1. Because keeping up with advances in technology for training equipment can be expensive.
 - However, some of them have expressed concerns that **the terms and conditions of the Program were unclear and not as flexible** as they could have been. Therefore, it was challenging to justify the purchase of certain types of equipment needed for their training (examples: computers).
- **Other Stakeholders, such as employers, some associations of training providers and not-for-profit organizations** expressed that they could also benefit from financial support to update equipment in order to ensure alignment with labour market needs. They also noted that Program **criteria should be more flexible**.
 - **Some stakeholders, representing open shop (non-union) employers**, expressed concern that non-union employers would likely not send their employees to a union facility for training; although they believe the Program design did seek to address inclusivity by having wider eligibility criteria for non-union involvement for the Stream 2 funding.
 - **Some Provinces and Territories** through the Canadian Council of Directors of Apprenticeship have raised concerns about the focus on unions. Particularly they mentioned the variances in union training centres and the presence of unions between provinces and territories (example: little presence in the North).
 - Concerns were expressed **about potential duplication of efforts and the need for better communication about projects**. The provinces and territories would ideally be consulted on selection and approval of projects in their jurisdictions.



Section 2: Program Outcomes

These findings addressed the following evaluation questions:

1. To what extent is the program fostering innovation in the delivery of Streams 1 and 2?
2. To what extent did the program effectively achieve its expected outcome of improving program participants' labour market outcomes in the Red Seal trades?

Summary of findings:

Innovation:



- The **Program has made progress in fostering innovation** resulting in up to date/innovative training equipment and materials.
- Program funding resulted in **fostering innovation in apprenticeship training**.

Program Outreach:

- The Program, through funded projects, **reached the targeted number of participants**.
- Since the beginning of the Program, **26% of total participants were from key groups** including Indigenous Peoples and women.

Improving program participants in the labour market:

- The Program has made **progress in meeting many of its outcomes**, including participants:
 - Continuing in their apprenticeship;
 - Reporting an increase in skills; and,
 - Being employed in a skilled trade.
- **The Program has contributed to improve participants' skills** to succeed in the Red Seal Trades.

Lessons Learned:



- Funding recipients have identified **lessons learned and best practices** while operating their projects, such as
 - Collaboration with existing and past trainees as mentors to advertise trainings through testimonials and encourage program participation.

Key Findings

Innovation

The Program has made progress in fostering innovation resulting in up to date/innovative training equipment and materials.

According to the key informant interviews, **Program funding resulted in new, up-to-date/innovative training equipment and materials:**

- **67%** of Program officials said the Program funding was used for **new and current technology** such as simulator, virtual reality, and remote control machine.
- Stream 1: **76%** of the interviewees implemented innovative approaches to design their projects. For example, they **consulted their partners and committees to determine equipment** and materials to include in projects.



- A few of them also **consulted apprentices, attended trade shows and reviewed trade publication** when drafting their proposals.
- Some recipients said the trainees had the chance to work with up-to-date equipment and new technologies purchased with the program's funding.

Innovation

Program funding resulted in fostering innovation in apprenticeship training.

According to the second¹⁹ Call for Proposals for Stream 2:

INNOVATION



- Aims to address challenges limiting apprenticeships outcomes for Red Seal trades using innovation and/or best practices by:
 - Using a new approach
 - Changing an existing approach
 - Scaling of best practices

¹⁹ This call for proposals ran from July 3, 2020 and August 28, 2020

The key informant interviews and the 2019-2020 Federal Apprenticeship Programs Survey Report supported that the majority of funding recipients used the following approaches to advertise their training opportunities and to help increase participation:



- Posting at partners' locations including **Service Canada employment offices, Indigenous organizations, YMCAs and Schools, etc.;**
- **Digital marketing recruitment strategy through social media (Facebook, Instagram, and Twitter), and recipient's website;**
- Promoting training at **trade shows, job fairs and information sessions;**
- **Using various communication channels: newsletters, membership meeting, flyers, calendar updates, phone calls or text messages, etc.**

Additional innovative actions implemented as part of the Union Training and Innovation Program included:



- **Purchasing a mobile training classroom** to bring the training to different communities. **56%** of the interviewees reported that Indigenous Peoples had access to the training, equipment and materials funded, as a result of this type of innovative approaches.
- **Expansion of the Aboriginal Apprenticeship Board of Ontario web portal to 4 additional provinces** to offer employment services to Indigenous Peoples in:
 - New Brunswick
 - Saskatchewan
 - Alberta
 - British Columbia
- **Utilization of existing and past trainees as mentors** to advertise trainings through testimonials and encourage program participation.
 - For women, newcomers and Indigenous Peoples, **mentorship was crucial in recruiting new members.**
 - Some funding recipients worked with existing members and **women mentors as role models** to encourage females to enter the apprenticeships training. This has been very successful.



Program Outreach

In 2019-2020, the Program exceeded the targeted number of projects participants by 24%.



The Program **met its short-term target**. This shows that combined effort of program administrators and funding recipients led to the **successful implementation of innovative projects**. These projects help to increase Canadians participation and success in the skilled trades.



- The Federal Apprenticeship Programs Survey data indicates that in 2019-2020, a total of **17,147** individuals participated in both streams of the Program's projects led by funding recipients.
- Since the inception of the Program in 2017, a total of **24,267** individuals have enrolled in all funded projects.

The Program met the targeted number of participants for winter 2019, and exceeded it by 24% for 2019-2020.

TARGETS		PERFORMANCE
➤ Between 4,500 and 10,000 participants by winter 2019		➤ 7,120 participants by winter 2019
➤ Between 10,000 and 13,000 participants per year starting in 2019–2020		➤ 17,147 participants in 2019–2020

Total participants in all funded projects from 2017 to 2020–2021: **24,267**

Source: ESDC, the 2019-2020 Federal Apprenticeship Programs Survey Report

Program Outreach

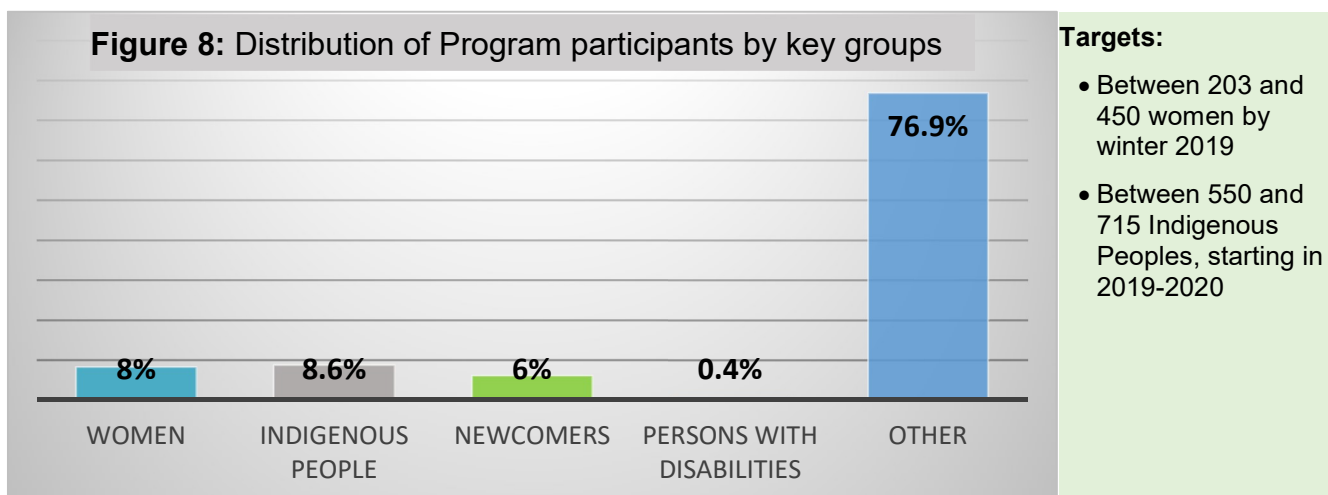
Since the beginning of the Program, 26% of total participants were from key groups including Indigenous Peoples and Women.



There was an improvement in participation for key groups²⁰, particularly women, Indigenous Peoples, newcomers, persons with disabilities, and visible minorities, including Black Canadians.

- The 2019-2020 Federal Apprenticeship Programs Survey results indicate that approximately **26%** of total participants since the beginning of the Program (2017-2018) were from key groups.
 - This represents **6,392 individuals**, including **676 Black Canadians**.
- For the fiscal year 2019–2020, **3,998 participants were from key groups**.
 - This number represents **23%** of the total participants of the 2019–2020 fiscal year.

The figure below presents the distribution of Program participants by key groups in 2019-2020.



Source: ESDC, the 2019-2020 Federal Apprenticeship Programs Survey Report

²⁰ These results could be underreported, as a few recipients did not track this information, and some participants – notably Indigenous Peoples– are hesitant to declare their status.

Furthermore, the 2019-2020 Federal Apprenticeship Programs Survey Report reveals that:

- **The Program met its initial short-term target in 2019–2020:**
 - 8% (1,406) of total participants were identified as **women**
 - 8.6% (1,464) of total participants were identified as **Indigenous Peoples**
- **Newcomers — (No Target Set)**
 - 6% (1,048) of total participants were identified as newcomers.
- **Persons with Disabilities — (No Target Set)**
 - 0.4% (80) of total participants were identified as being Persons with Disabilities.

Improving Program Participation in the Labour Market

The Program has made progress in meeting many of its outcomes. Participants are employed in a skilled trade. 90% of participants identified as Newcomers are currently employed in a skilled trade.

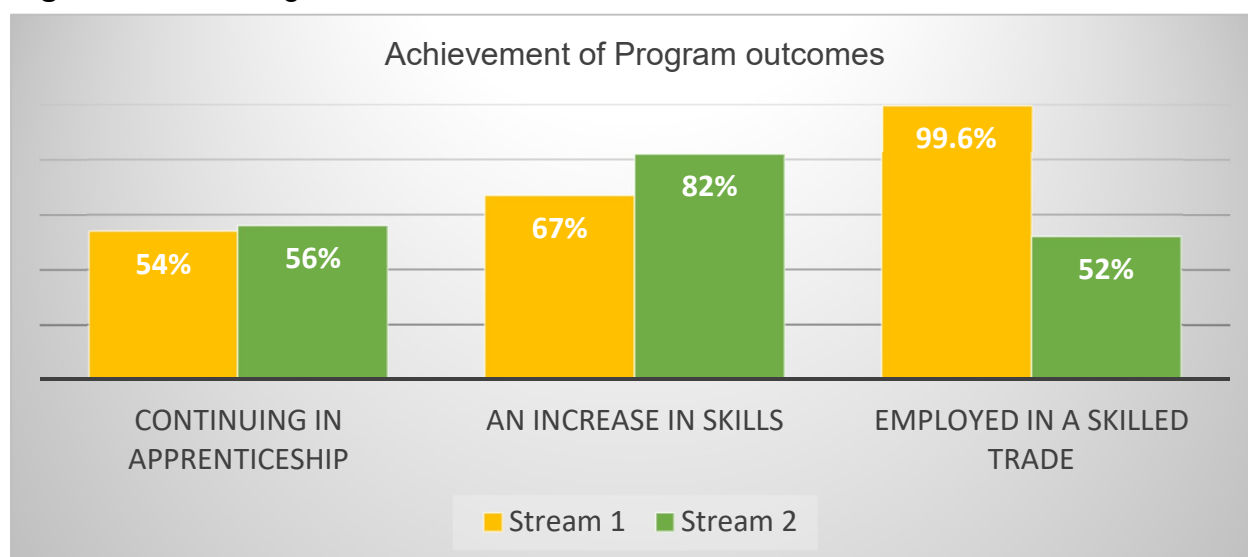


According to the 2019–2020 Federal Apprenticeship Programs Survey Report, the program has improved participation in the Canadian labour market:

- **54%** of participants are continuing in their apprenticeship.
- **67%** of participants in Stream 1 and **82%** in Stream 2, reported an increase of skills as a result of the Program.
- **95%** of participants reported they are currently employed in a Red Seal trade.

The figure below provides more information on the Program outcomes.

Figure 9: Percentage of achievement of outcomes



Source: ESDC, the 2019–2020 Federal Apprenticeship Programs Survey Report

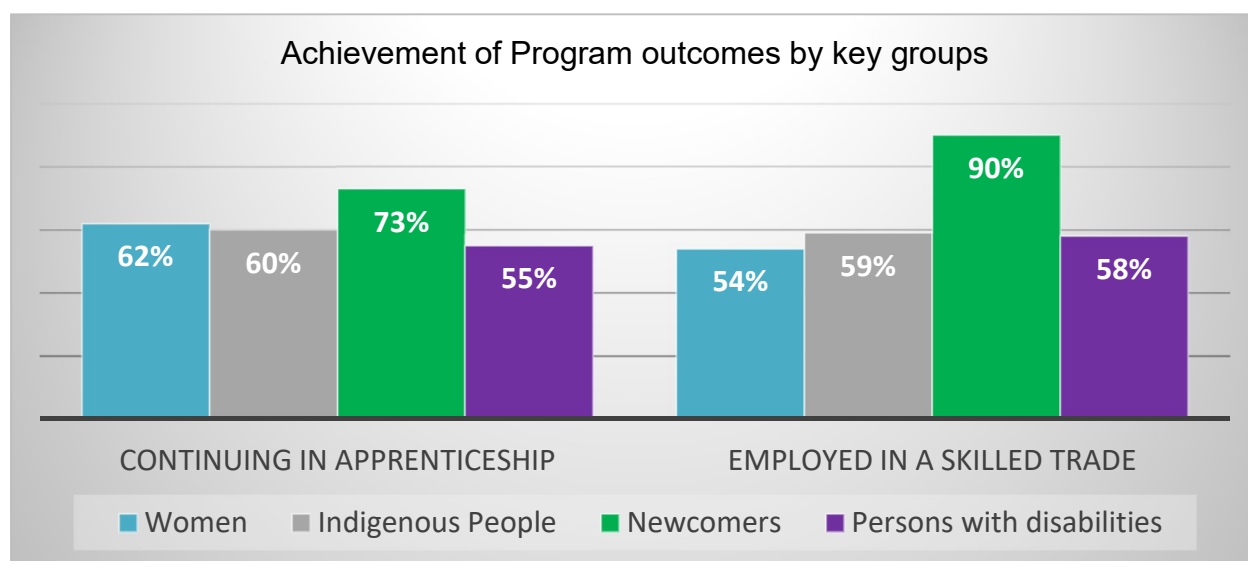
In addition, the survey also provides insights on the distribution of the Program outcomes by key groups, as presented in the figure 10 below:



- **73%** of participants identified as Newcomers are continuing in their apprenticeship, followed by **62%** of Women.
- **90%** of participants identified as Newcomers are currently employed in a skilled trade, followed by **59%** of Indigenous Peoples.

The figure below provides more information on the Program outcomes by key groups.

Figure 10: Percentage of achievement of outcomes by key groups



Source: ESDC, the 2019–2020 Federal Apprenticeship Programs Survey Report

Improving Program Participation in the Labour Market

The Program has contributed to improve participants' skills to succeed in the Red Seal Trades.



According to the 2020 Union Training and Innovation Program Key Informant Interviews:

STREAM 1

- **Most** funding recipients interviewees **noticed improvements in the skills** of the people who have participated in the training
- **Almost all** recipients interviewed said the equipment and training **helped prepare participants** for the skills needs and technological developments of the labour market
- **Most** funding recipients interviewed mentioned that project **participants benefited** in their careers after having participated in the projects.



“The equipment training is as **realistic** as it can possibly get, and it moves them along and gives them the **ability to be more highly trained** in the competition of apprentices. People who come in to do our trainings from the UTIP equipment certainly **moved ahead of others.** **”**

Stream 1 interviewee

“We have observed participants during their journey: from exploration, moving to sponsorship to first-year apprentices, second-year apprentices. **Mentees are also turning to mentors.** They also support each other. **”**

Stream 2 interviewee

STREAM 2

- All funding recipients interviewed **noticed improvements in the skills** of the people who have participated in the training.
- **Most** recipients interviewed said the equipment and training **helped prepare participants** for the skills needs and technological developments of the labour market.
- **Most** funding recipients interviewed said that the equipment, materials **and innovative training from the projects helped participants to move on** to the next step in their training and apprenticeship.



Lessons Learned

Funding recipients have identified lessons learned and best practices while operating their projects.



The 2019–2020 Federal Apprenticeship Programs Survey Report also collected more information on the funding recipients experiences during the implementation of their projects:

➤ **An inclusive learning environment promotes diversity, equity and encourages participation**



- To ensure an inclusive environment, particularly for newcomers and persons with disabilities, many funding recipients raised the need for:
 - Inclusive language
 - Wording and strategies in recruitment
 - By-laws and other internal policy documents

➤ **The establishment of good relationships and partnerships with local agencies should be encouraged**

- These partnerships helped in promoting programs, recruiting and training new apprentices, journeypersons and targeted key groups.



➤ **Mentorship is crucial in recruiting key group participants**



- Several funding recipients have utilized existing and past trainees as mentors to advertise trainings through testimonials and encourage program participation.

➤ **Provision of accurate information increased awareness of the various programs**



- Almost 30% of funding recipients reported increased awareness of the various programs through the provision of accurate information regarding:
 - Available trainings;
 - Career choices and opportunities through job activities; and,
 - Information sessions.

Section 3: Performance Measurement

These findings addressed the following evaluation question:

1. To what extent do performance measurement and reporting tools/mechanisms support the program in monitoring and measuring the program's contribution in improving labour market outcomes for funding participants in the Red Seal trades?

There was a lack of project accountability information that made performance measurement reporting difficult.



Framework:

The Program has a performance measurement framework, which includes:



- **A logic model (see Annex D)**
- **Indicators:** such as the number of individuals participating in the projects
- **Data collection tools** to support reporting on results and available through the Common System for Grants and Contributions:
 - Quarterly reports: activity and, data
 - Close out reports when applicable.
- To fulfill their reporting requirements stated in the contribution agreements, the funding recipients are **required to submit key performance indicator annual reports and quarterly reports**. These reports **demonstrate the achievement of expected results**.

Reporting:



- The project files review conducted in 2021 assessed projects that had been ongoing for more than one year.
- The review revealed that **no performance indicator files was uploaded in the Common System for Grants and Contributions**.
- Since the inception of the Program, one project was completed and submitted a final report in 2019-2020. Also, twenty five funded projects ended in 2020-2021 but were not covered by this evaluation. Final reports on performance indicators are required from funding recipients six months after the end of their project.

The Federal Apprenticeship Programs Survey:



- Since 2019, the Trades and Apprenticeship Division at Skills and Employment Branch and Programs Operation Branch have worked together to collect data through the Federal Apprenticeship Programs Survey.
- The Federal Apprenticeship Programs Survey was conducted to gather annual data on the Key Performance Indicators (KPI), as set in the Treasury Board submission. Also, the survey aims to identify lessons learned and best practices in order to obtain data to better support policy, program development and decision-making. In 2019-2020, questions about the challenges of COVID-19 were also added to the survey.
- According to the 2019-2020 Federal Apprenticeship Programs Survey Report, some of the funding recipients reported they did not collect or report on key groups' employment in their projects. Therefore complete and accurate information on key groups could not be available. This may be due to funding recipient's lack of understanding around their responsibilities and authorities to collect this information (which is provided, voluntarily, by project participants). Additionally, these results could be underreported, as recipients also reported that some participants – notably Indigenous Peoples – are hesitant to declare their status.
- Additionally, because some Stream 1 projects are below a certain funding amount, they are given as grants rather than a contribution agreement. Some funding recipients of grants have not reported on their annual Key Performance Indicators for this reason as they feel less obliged to. It is however, still a requirement of the Program.
- Finally, because all funding recipients didn't participate in this survey, it was not possible to provide a comprehensive picture of the Program results.

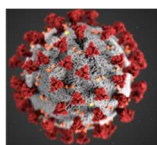
Section 4: Other Findings

Gender-based analysis Plus



- Responding to the under-representation of women, the Program aims to increase the number and quality of training opportunities for women.
- Priority has been given to projects that demonstrate benefits for people who face additional barriers to the trades, including women.
- Gender-based analysis plus of the impacts of the Program has been planned to be monitored through participation data collected from funding recipients.

Impact of COVID-19 Pandemic



According to the 2019–2020 Federal Apprenticeship Programs Survey results, **the COVID-19 pandemic has become one of the greatest challenges that have affected the operations of almost all existing projects:**

- **More than two thirds** of funding recipients record that the pandemic has negatively impacted the **procurement of equipment, shipments, travel and training:**
 - **Example 1: Stream 1**—Construction and General Workers Training Trust Fund of Alberta & NWT project cancelled programs due to COVID-19.
 - **Example 2: Stream 2**— The Labourers' Training Institute of NB had to run a very small class cohort as a result of COVID-19. In fact participants backed out the day the apprenticeship was supposed to start.

Mitigation Strategies

Although the COVID-19 pandemic has challenged funding recipients during their projects' implementation, they have developed strategies to still achieve their goals. The 2019–2020 Federal Apprenticeship Programs Survey reveals that:

- Some funding recipients adopted coping mechanisms to continue their operations.
 - **Example:** Mohawk College of Applied Arts & Technology migrated classes to virtual delivery.



- **The projects that could operate during COVID increased scope by eliminating geographical barriers and creating access across Canada.** Also, the Department encouraged various strategies to help funding recipients meet the Program's goals:



- **The Stream 1 2020 CFP prioritized online and/or virtual equipment purchases while Stream 2 gave projects that provide online and/or virtual training greater consideration.**
- The program guidelines were more **flexible**. For example:
 - Delays or postponement of project activities were allowed to readjust project activities – i.e. move from in person/in-class to virtual training.
 - Adjustment of project costs and additional costs were also allowed – i.e. virtual training set-up, PPE, at-home set-up for employees, etc.
 - Additional time was granted to projects due to reduce number of participant/intake, and due to halt of certain activities.
 - More time was also granted to submit reports such as claims and activity reports, usually due within 30 days.

Section 5: Conclusions and Recommendations

Conclusions

- ✓ Overall, the Union Training and Innovative Program was designed and implemented as intended. Employment and Social Development Canada now has a mechanism to work with unions to address apprenticeship challenges.
- ✓ The support for union-based apprenticeship training through the Program has been helpful, especially under Stream 1. In fact, keeping up with advances in technology for training equipment can be expensive.
- ✓ Generally, funding recipients were satisfied with the services provided by Employment and Social Development Canada.
- ✓ The Program has helped funding recipients in fostering innovation in the delivery of its two streams. The Program has also contributed in improving the participation of key groups in trades training and careers.
- ✓ In addition, the Union Training and Innovative Program has made progress in meeting many of its outcomes. The Program has increased access to new training equipment and materials, and training opportunities; its projects have helped participants continue their training and apprenticeships.
- ✓ Finally, there is room for improvement for the Program's performance monitoring; specifically, in data collection and performance records.

Recommendations

- ✓ Improve collecting, monitoring and reporting of the Program's performance.
- ✓ Explore how other apprenticeship trainings could target regions where union involvement in training is less prevalent.

Section 6: Annexes

Annex A: Recommendations of the evaluation

Findings and information that support the recommendations	Recommendations
<ul style="list-style-type: none"> ➤ The Federal Apprenticeship Programs Survey was conducted to gather annual data on the Key Performance Indicators (KPI), as set in the Treasury Board submission. Also, the survey aims to identify lessons learned and best practices in order to obtain data to better support policy, program development and decision-making. ➤ To fulfill their reporting requirements stated in the contribution agreements, the funding recipients are required to submit key performance indicator annual reports and quarterly reports, which demonstrate the achievement of expected results. <ul style="list-style-type: none"> ○ The project files review conducted in 2021 assessed projects that had been ongoing for more than one year. ○ The review revealed that even though the Key Performance Indicators were collected through the annual Federal Apprenticeship Program Survey, no performance indicator files was uploaded in the Common System for Grants and Contributions. ○ Since the inception of the Program, only one project was completed and submitted a final report. 	<ol style="list-style-type: none"> 1. Improve collecting, monitoring and reporting of the Program's performance.
<ul style="list-style-type: none"> ➤ The 2019-2020 Federal Apprenticeship Programs Survey report reveals that Ontario had the largest number of funded projects (38) followed by British Columbia with 11 projects. ➤ The regional distribution of projects is consistent with the fact that for both Stream 1 and Stream 2, Ontario has had the largest number of union training centres. This is consistent with the distribution of registered /continuing apprentices across Canada as shown in the 2019 Registered Apprenticeship Information System. ➤ Other provinces and territories where training is almost universally provided through public institutions have relatively few union training centres and have benefited less from the Program funding (such as Alberta, Manitoba). 	<ol style="list-style-type: none"> 2. Explore how other apprenticeship trainings could target regions where union involvement in training is less prevalent.

Annex B: Description of the Stream 1 of the Union Training and Innovation Program—Investments in training equipment

Stream 1

Employment and Social Development Canada accepted project proposals from eligible organizations that:

- Demonstrated a need for equipment or materials to meet industry standards or investments in new technology.
- Further consideration has been given to project proposals that:
 - Demonstrated improved access to training equipment or materials for one or more of the following key groups: women, newcomers, and persons with disabilities.
 - Specifically targets key group(s) identified in CFP. Each year, projects involvement of key groups has either been required (in 2017-2018) or given priority consideration (ie: 2018-2019, 2019-2020). This includes women, Indigenous Peoples, persons with disabilities, newcomers, and/or visible minorities.
 - Enhanced broad-based partnerships.
 - Demonstrated innovation in training for the Red Seal trades.
- Priority was also give in 2020-2021 to Online and/or virtual equipment purchases

Eligible organizations were those located within Canada, excluding Quebec, and must be:

- Unions representing workers in the Red Seal trades
- Organizations managing training trust funds representing workers in the Red Seal trades (for example, a joint training fund set up by a union or by union and employer association)

Eligible activities and costs include:

- Purchase of equipment or materials directly related to training in a Red Seal trade
- Collection and reporting of results.

Ineligible costs included, among others:

- Shipping;
- Installation; and
- Equipment to support the delivery of training (for example, classroom set-up, furniture, office supplies, etc.).

Leveraging:

- Applicants were required to secure a minimum of:
- 50% of total eligible project costs as cash contribution from sources other than Employment and Social Development Canada.
- 30% if they can demonstrate that they face any of these challenges:
 - remote location
 - lack of infrastructure
 - limited partnership opportunities

Annex C: Description of the Stream 2 of the Union Training and Innovation Program—Innovation in Apprenticeship

Stream 2

Employment and Social Development Canada accepted project proposals from eligible organizations that:

- Supported innovative approaches or best practices to address challenges limiting apprenticeship outcomes
- Demonstrated activities that removed barriers or addressed challenges limiting apprenticeship outcomes for one or more of the following key groups: women, Indigenous Peoples, newcomers, and persons with disabilities.

Eligible organizations were those located within Canada, excluding Quebec, and must be:

- Unions representing workers in Red Seal trades, Not-for-profit organizations, For profit organizations, Indigenous organizations (including band councils, tribal councils and self-government entities), Municipal government, Provincial and territorial governments, institutions, agencies, Crown Corporations
- In cases where the applicant was not a union representing workers in Red Seal trades, a union must be involved in the project, as project lead or as a project partner.

Eligible activities might include, but were not limited to the following:

- Development, testing, evaluation and promotion of innovative approaches to address challenges to participating and succeeding in the Red Seal trades
- Expansion, replication, and evaluation, of best practices to support individuals to prepare for, or progress in and complete an apprenticeship in the Red Seal Trades.

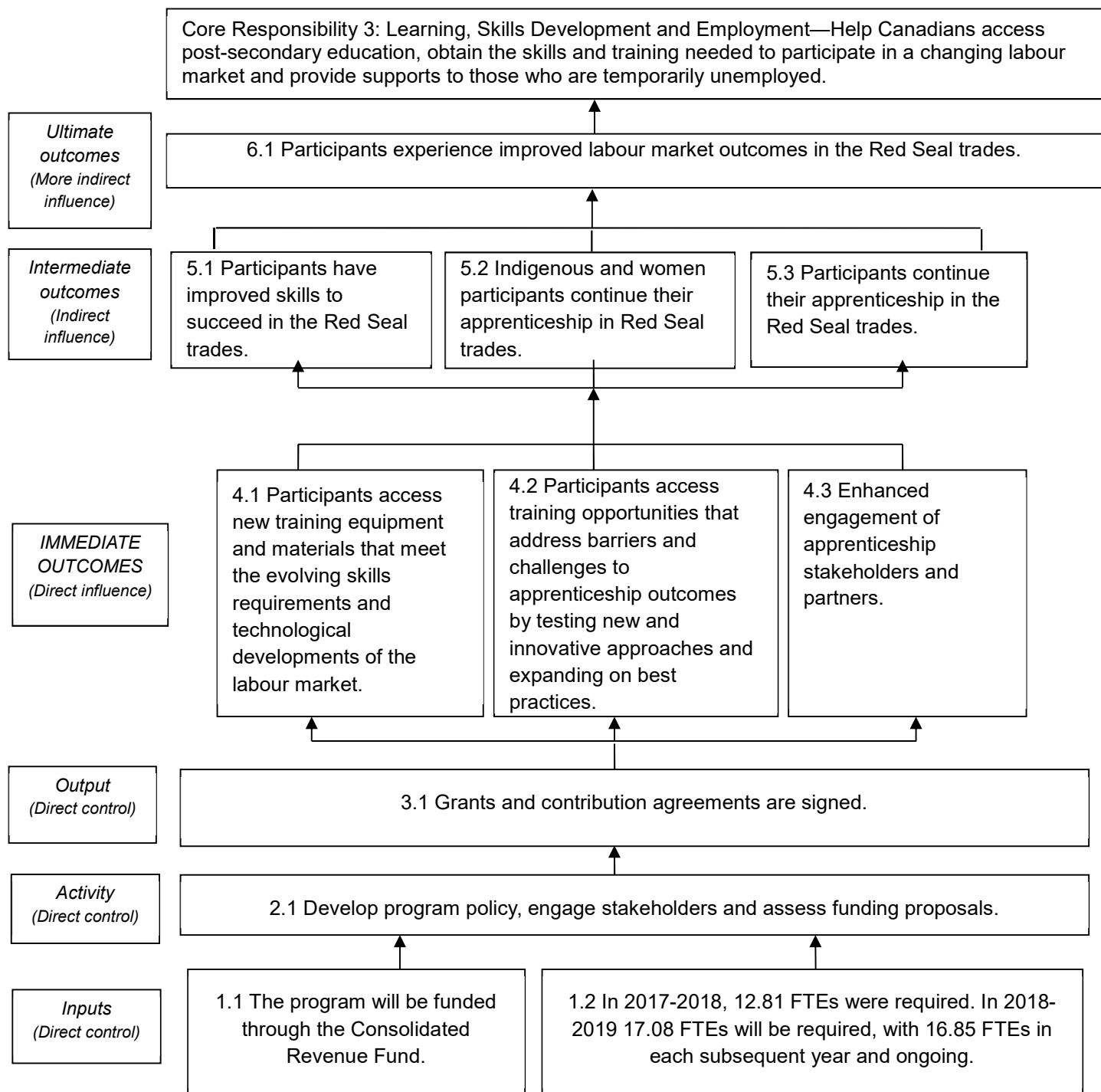
Eligible costs included, but were not limited to the following:

- Overhead costs, materials and supplies, wages and training costs, hospitality and travel costs, printing and communication costs, professional fees, tools, equipment, computers, and furniture

Leveraging:

- Applicants were required to secure a minimum of 10% of total eligible project costs from sources other than Employment and Social Development Canada, in form of cash contributions.
- In-kind contributions could be accepted in lieu of cash contributions, in cases involving remote locations, lack of infrastructure, or limited partnership opportunities.

Annex D: The Union Training and Innovation Program Logic Model



Annex E: Evaluation Approach

Evaluation Questions:

1. Was the program designed and implemented as intended?
2. To what extent are clients (funding recipients and participants) satisfied with the program, including the processes to apply and attain funding?
3. To what extent is the program fostering innovation in the delivery of Stream 1 and 2? Specifically with regards to:
 - a. investing in innovative training equipment and materials through Stream 1?
 - b. Fostering innovation in apprenticeship training through Stream 2?
4. To what extent do performance measurement and reporting tools/mechanisms support the program in monitoring and measuring the program's contribution in improving labour market outcomes for funding participants in the Red Seal trades?
5. To what extent did the program effectively achieve its expected outcome of improving funding participants' labour market outcomes in the Red Seal trades? More specifically, to what extent did:
 - a. participants have improved skills to succeed in the trades?
 - b. Indigenous Peoples and women continue their apprenticeship?
 - c. Participants progress through apprenticeship training (e.g., part way, completed

Lines of Evidence



Key Informant Interviews

Conducted with 12 Program officials, as well as 30 funding recipients (21 from the Stream 1 and 9 from the Stream 2).



Document Review

Consisted of an analysis of the information contained in grants and contributions agreements for the organizations that were funded, and internal documents.



Federal Apprenticeship Programs Survey

Consisted of the 2019-2020 Federal Apprenticeship Programs Survey

Annex F—Scale for reporting

The following “scale” was used in the key informant interviews to help indicate the significance of respondent comments by respondent type. These percentages correspond to the relative weight of responses from key informants who held similar views.

The following provides a useful summary to help gauge the significance of the qualitative findings in terms of the relative proportion of responses:

- **“All”**—findings reflect the views and opinions of 100% of the key informants in the group.
- **“Almost all”**—findings reflect the views and opinions of at least 90% but less than 100% of key informants in the group.
- **“Large majority/most”**—findings reflect the views and opinions of at least 75% but less than 90% of key informants in the group.
- **“Majority”**—findings reflect the views and opinions of at least 51% but less than 75% of key informants in the group.
- **“Some”**—findings reflect the views and opinions of at least 25% but less than 51% of key informants in the group.
- **“A few”**—findings reflect the views and opinions of at least two respondents but less than 25% of key informants in the group.

Annex G: Evaluation Limitations and Challenges

Challenges related to the Key Informant Interviews:

- The contact information of the funding recipients were not available. The information eventually was extracted from the Common System of Grants and Contributions system. However, some of those contact information were not up to date. Therefore, the evaluator could not reach out to some of the funding recipients.
- Generally, participation of funding recipients, for both streams, was easier relative to that of the program areas. Besides, interviewees from Programs Operations Branch were new and could not inform the evaluation.
- Since the interview questions were designed before the document and literature review, the interview questions did not help in gathering information about assessment of proposals, some of the expected activities, output and outcomes of the program.
- One of the interview questions aimed to gather information on assessment criteria. However, we could not gather information on assessment criteria due to lack of information from participants.
- Another question aimed to gather information about the current situation of key Performance Indicator documents that funding recipients supposed to submit annually. However, we could not gather information on assessment criteria due to lack of information from participants.
- The funding recipient interviewees did not know well about their projects' streams. In other words, the Stream number or name did not mean that much to them. In addition, in many cases, they have received funding from both streams. Therefore, the interviewer had to guide them during the interview to ensure that the interviewee responded to the questions for the Stream they were invited for.
- Insufficient number of Program officials interviewed had sufficient knowledge of the funded projects and the surrounding processes covered during the evaluation period (for example intake procedures, or performance measurement strategies). This is likely due to staff turnover within the Program.

Challenges related to the 2019–2020 Federal Apprenticeship Programs Survey:

- The 2019-2020 Federal Apprenticeship Programs survey report confirms that some of the funding recipients have not been keeping data particularly on key groups and therefore could not provide complete accurate information on key groups. This is due in part to a misunderstanding of their roles and responsibilities in collecting data on key groups, and hesitancy from key groups in disclosing their heritage or background.
- The survey was administered from August 2020 to October 2020, and covered the results for active projects in the 2019–2020 fiscal year. Out of 147 funding recipients, 122 provided responses to the survey, representing a response rate of 83%. It includes 104 projects for Stream 1 (out of 128 total funded projects for this stream) and 18 projects for Stream 2 (out of 19 total funded projects for this stream). However, the response rate was 81% (n=104) for Stream 1 and 95% (n=18) for Stream 2.

Challenges related to the limited reporting information available:

- The evaluation team could not find the annual key performance indicator files in Common System for Grants and Contributions even though all assessed projects had been ongoing for more than one year.

Annex H: Annual Key Performance Indicators

In order to monitor progress achieved against the projects' expected results, funding recipients were required to report annually on key performance indicators throughout their projects' lifecycle. The indicators are provided in the Performance Information Profile of the Union Training and Innovation Program. They are as follows*:

- Number of individuals participating in the funded projects
- Number of individuals participating in the funded projects that are part of a key group (women, Indigenous Peoples, newcomers, and persons with disabilities).
- Number and type of partners (e.g., union, employers, etc.)
- Percentage increase in investment by partners in training (from the year prior to the project)
- Percentage of individuals participating in funded projects reporting an increase in skills after program intervention
- Percentage of women, Indigenous Peoples, newcomers, and persons with a disability participating in funded projects continuing in apprenticeship training (or obtaining certification).
- Percentage of individuals participating in funded projects progressing to the next level (i.e., apprentices to the next level of apprenticeship or to certification).
- Percentage of individuals participating in funded projects who are employed in a skilled trade.

*An estimation of these numbers should be included in the project proposals by funding applicants even before the starts of the projects. During the projects, Employment and Social Development Canada expects the actual numbers to be sent to Employment and Social Development Canada annually.

Annex I: Bibliography

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