

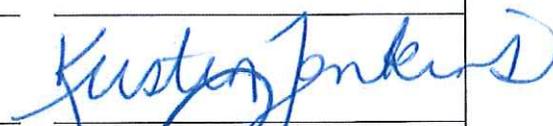


COMMUNITY BENEFITS PROGRAM

Quarterly Report – Jan 1 – Mar 31, 2019

FOR

EGLINTON CROSSTOWN LRT PROJECT

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DOCUMENT REVISIONS INDEX

Revision	Date	Description of Changes
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1.0 Introduction

Crosslinx Transit Solutions (CTS) is a consortium comprised of ACS-Dragados, Aecon, EllisDon and SNC-Lavalin. Metrolinx and Infrastructure Ontario selected CTS to deliver the Eglinton Crosstown Light Rail Transit (ECLRT) Project.

CTS is required to provide a quarterly report on its Community Benefits initiatives, as laid out in our Community Benefits and Liaison Plan. This is the first report for 2019. In this report you will find a snapshot of our work during the months of January, February, and March 2019. We look forward to continuing to engage with the residents and businesses on Eglinton Avenue, while celebrating the unique and diverse nature of these communities.

1.1 Relevant Definitions

To ensure clarity, we have defined the terms used in this report.

Historically disadvantaged communities

Groups that have been historically excluded or marginalized from the processes and decisions that affect them. This group includes low-income (people living within NIAs), racialized and immigrant populations, as well as military veterans. This definition is taken directly from our Project Agreement with Metrolinx.

Neighbourhood Improvement Areas (NIAs)

In March 2014, the City of Toronto, through the Toronto Strong Neighbourhoods Strategy 2020, identified 31 of its 140 neighbourhoods as falling below the Neighbourhood Equity Score and requiring special attention; these neighbourhoods have been termed *Neighbourhood Improvement Areas*.

Project Corridor

The Project Corridor is the area along and around Eglinton Avenue, between Weston Road in the west and Kennedy Road in the east. Proximity to the project corridor is used to determine whether residents hired onto the project are local, as well as to determine whether businesses are local. 2 kilometres is used to determine who is considered local.

Youth facing barriers to employment

Youth facing barriers to employment is a term that acknowledges that some youth are facing barriers that may include, but are not limited to: poverty, education, training and child care.

Equity seeking groups

Equity seeking groups include women, individuals who are members of visible minorities (a term that has fallen out of use in favour of the term 'racialized groups'), Aboriginal Peoples, persons with disabilities, and individuals of non-heterosexual orientation or non-cisgender identity.

Social enterprise

A social enterprise is an organization that applies commercial strategies to maximize improvements in human and environmental well-being – this includes maximizing stakeholder value over shareholder value. Buy Social Canada and the United Way's Toronto Enterprise Fund determine who is a social enterprise, and who is included in the tracked spend.

2.0 Background

2.1 Objectives

The objectives of the Community Benefits and Liaison Plan are to:

- Provide community liaison to the communities impacted by the design and construction of the ECLRT Project.
- Plan, organize and host events to enhance community awareness of employment opportunities, and opportunities for the provision of goods and services.
- Develop and retain meaningful engagement with stakeholders.

2.2 CTS Roles and Responsibilities

The following table provides an outline of the roles and responsibilities of CTS' Community Benefits team members.

Table 1: CTS Community Benefits team roles and responsibilities.

Name	Role	Responsibilities
CTS Constructors		
Kristin Jenkins	Communications & Public Engagement Director	Reports to the Project Director and President. Oversees strategic implementation of Community Benefits and Liaison Plan, and ensures integration across CTS communications as appropriate. Leads all CTS communications, public engagement and issues management. Has a primary interface with Metrolinx's Communications and Community Relations Director. Leads and supports issues management, crisis communications and provides media relations support. Media-trained.
Patience Adamu	Community Investments and Programs Lead	Reports to the Communications & Public Engagement Director. Plans and implements Community Benefits strategy and initiatives, stakeholder relations and issues management as required. Works collaboratively with CTS internal teams to deliver initiatives associated with CTS' Community Benefits and Liaison Plan. Primary

		interface with Metrolinx's Community Benefits Specialist, as well as other key stakeholders. Leads CTS Community Benefits Working Group (CBWG) member participation and action items. Attends all relevant coordination, committee and community meetings. Provides media relations support. Media-trained.
Patricia Pytel	Corporate Communications Manager	Reports to the Communications & Public Engagement Director. Leads the development and implementation of the Construction Communications Plan. Supports the integration of Community Benefits initiatives across CTS communications as appropriate. Supports the promotion of Community Benefits initiatives, and provides issues management and media relations support. Media-trained.
Denisa Leiba	People & Culture Director	Reports to the Project Director and President. Liaises with all staffing (unionized and non-union) divisions and project management teams to support the integration of Community Benefits initiatives across the organization. Supports engagement with local workforce agencies and CTS' Candidate Referral Pipeline, helps plan training and skill development initiatives, and attends events as appropriate. Media-oriented.
David Galvin	Labour Relations Manager	Reports to the People & Culture Director. Acts as internal labour relations advisor to CTS and works directly with construction leaders, parent companies and unions. Supports apprenticeship initiatives in the area of labour relations.
Luciana Lickfeld	People & Culture Coordinator	Reports to the People & Culture Director. Supports Community Benefits initiatives in employment, training, and skill development. Coordinates the provision of feedback to local workforce agencies on CTS' Candidate Referral Pipeline. Supports engagement with local workforce agencies and CTS' Candidate Referral Pipeline, helps plan training and skill development initiatives, and attends events.

3.0 Apprenticeship

Reporting for the Apprenticeship Plan is done annually through the *CTS Apprenticeship Plan Annual Report*.

4.0 Employment, Training and Workforce Development

We are committed to making the pathway to Professional, Administrative and Technical (PAT) roles in the construction industry more accessible to people facing barriers to employment.

As CTS is an equal opportunity and inclusive employer, we are prepared to build relationships with all local workforce agencies who work with individuals facing barriers to employment.

Hires to date	150
Career Start Opportunities to date	19
Outreach and Meetings (this quarter)	3

CTS will create on-the-job learning opportunities for individuals from the Neighbourhood Improvement Areas and clients of our local workforce agency partners. These opportunities will provide participants with training, experience, mentorship and networks.

4.1 Policy

We use a system of targeted hiring approaches to hire from historically disadvantaged communities, as well as residents from along the Project Corridor. It is called the CTS Candidate Referral Pipeline ("Pipeline"). The Pipeline is composed of strategies to get resumes sent to CTS, as well as efforts CTS is making to disseminate information about employment opportunities to these communities.

Our Community Benefits and Liaison Plan identifies three ways (self-directed, agency referral and agency recommendation) that local workforce agencies can work with their clients to access PAT roles at CTS. To help feed the Pipeline, we typically give these agencies advance notice of jobs that are about to be posted so they can better prepare their clients to compete against the rest of the labour market.

4.2 Practice

We are committed to being active in our outreach and transparent in our intent to hire from the communities outlined in the policy above.

In an effort to be open and accessible, the CTS Community Benefits team sends out job postings to its Local Workforce Development and Recruitment Network (see Table 2) on a regular basis and encourages questions from the network about those jobs. The full list of local workforce agencies is included as Appendix 1.

Table 2: Workforce Development and Local Recruitment Network

Agency Network	CTS Liaison + Candidate Referral Pipeline Conduit	Number of agencies (centres) in network
Consortium of Agencies Serving Internationally-Trained Persons (CASIP)	<ul style="list-style-type: none"> ACCES Employment Humber College 	8
Don Valley Employment Solutions (DVES)	<ul style="list-style-type: none"> Labour Education Centre 	5
Lawrence Heights Inter-Organizational Network (LHION) – Employment and Training Working Group	<ul style="list-style-type: none"> City of Toronto Employment & Social Services 	11
City of Toronto Employment & Social Services (TESS)	<ul style="list-style-type: none"> City of Toronto Employment & Social Services 	5
Professional Access Into Employment (PAIE) Program	<ul style="list-style-type: none"> Toronto and Region Conservation Authority 	1
E-Team	<ul style="list-style-type: none"> East Scarborough Storefront 	13
Military Employment Transition Program	<ul style="list-style-type: none"> Canada Company 	1

*Note: Some agencies hold seats in multiple networks.

4.3 Performance

ACCES Employment Information Session

On February 4th, we met with 74 newcomer jobseekers at an employment information session hosted by ACCES Employment at their North York location. Of the 74 jobseekers who attended, 44 went through a short employment screening with a member of the CTS People & Culture team and received valuable feedback. ACCES Employment opened up this session to other agencies serving Internationally Trained Professionals and the event was met with great results.

We encourage other local workforce agencies to invite the Community Benefits team to speak to their client groups and learn more about employment opportunities at CTS.

Train the Job Developer Session

Since 2015 we have been working with a growing number of employment agencies that focus on providing underemployed or unemployed jobseekers with gainful employment opportunities.

On February 26th in collaboration with the City of Toronto Employment & Social Services team, the CTS Community Benefits team answered questions of local workforce agency partners new and old, focusing on everything from our programs, our successes, and our challenges.

5.0 Social Procurement and Support of Local Business

We are committed to supporting and building the capacity of small- and medium-sized businesses, disadvantaged business enterprises (those severely impacted by our construction), and social enterprises. Of interest are those businesses located along the Eglinton Corridor and adjacent to our construction sites, and social enterprises that create employment and training opportunities for historically disadvantaged and equity seeking groups who have multiple and systemic barriers to employment.

A local business is defined as a business that is located within two kilometres of the ECLRT Project Corridor. Ongoing support for the Project by local suppliers and contractors is important to CTS, and we encourage staff and subcontractors to purchase from local sources for goods and services wherever it is practical, economically reasonable and technically sound.

Social Procurement Spend to March 31, 2019	\$ 542,195.98 (compared to \$485,698.42 reported for Q4 2018)
Support of Local Businesses Spend to March 31, 2019	\$ 5,907,698.75 (compared to \$5.4 million reported for Q4 2018)

5.1 Policy

The CTS Community Benefits team maintains a local business and social enterprise list, available as a resource to all CTS staff. The team promotes the use of businesses on this list wherever possible. The Community Investments and Programs Lead acts as the internal champion for the social procurement initiative at CTS.

5.2 Practice

CTS worked in partnership with the Social Purchasing Project until December 2018 and has recently transitioned to working with Buy Social Canada, to identify social enterprises that can provide products or services to the ECLRT Project. Buy Social Canada brings socially driven purchasers and social enterprise suppliers together from coast to coast.

In an effort to ensure that staff remain aware of our commitment to investing in businesses along the Project Corridor, CTS Procurement prompts staff when making purchases to consider whether their purchase can be made on Eglinton Avenue (locally) or through a social enterprise.

5.3 Performance

TEF Employment Social Enterprise Sector Conference

On March 29, 2019 we were invited to the Toronto Enterprise Fund's first annual Employment Social Enterprise Sector Conference. At this event we were able to meet several new and familiar social enterprises.

The goal of the conference is to build the capacity of social enterprises through networking, workshops, coaching sessions and the sharing of best practices from across the region. We are honoured to have been invited to participate, receive updates on how social enterprises do the work that they do, and how they can fit into our supply chain.

6.0 Community Improvements

We are committed to initiatives that develop the capacity of community members, demonstrate environmental stewardship, and promote social and economic inclusion.

CTS Builds Communities events this quarter 0

6.1 Policy

We have a commitment to improve as we build and leave communities better off than they were before we started building. Our program, *CTS Builds Communities*, is based on the simple notion of caring, and aims to demonstrate corporate social responsibility by being proactive and visible in the communities in which we work.

6.2 Practice

CTS will continue to develop and put in place policies and procedures that weave social, economic and environmental matters into business operations and core strategies. The principles of our community investment strategy are as follows: work in partnership with local communities; develop connections between our employees and local residents and; environmental protection and sustainability.

This third element of environmental protection and sustainability is very important to us and encompasses the entire project – from design to construction to maintenance. We are building the Eglinton Crosstown LRT system with sustainability in mind at every stage,

and therefore it is only fitting that we emphasize this in our *CTS Builds Communities* program.

6.3 Performance

This quarter we have not had any *CTS Builds Communities* events as we are preparing for an eventful second quarter.

Appendices

Appendix 1: List of Agencies in Workforce Development and Local Recruitment Network

Appendix 2: Activities this Quarter

Appendix 1: List of Agencies in Workforce Development and Local Recruitment Network**

Network	Agency
Consortium of Agencies Serving Internationally-Trained Persons (CASIP) CASIP drives innovation, advocacy and excellence in employment services for skilled immigrants and employers in the Greater Toronto Area. CASIP member organizations share a vision of inclusive Canadian communities where skilled immigrants are able to find meaningful, sustainable employment in their fields of expertise and contribute to building our society.	ACCES Employment*
	College Boreal
	Humber College*
	Job Start*
	JVS Toronto
	Seneca College
	Skills for Change*
	WoodGreen Employment Services
Don Valley Employment Solutions (DVES) DVES aims to implement a workforce development strategy that brings employers and local area job seekers together to fill the ongoing employment opportunities available. The local area includes three Neighbourhood Improvement Areas: Thorncliffe Park, Flemingdon Park, Victoria Village.	Thorncliffe Neighbourhood Office
	Labour Education Centre
	The Centre for Education and Training
	Skills for Change*
	Toronto Employment & Social Services – Yonge-Eglinton
	Toronto Employment & Social Services – Lawrence Square*
	Toronto Employment & Social Services – Golden Mile

	Toronto Employment & Social Services – York Humber*
<p>Toronto West Partners Network (TWP) TWP is a group of Employment Ontario funded workforce agencies located in the city’s West Quadrant.</p>	ACCES Employment*
	COSTI*
	Humber College*
	Job Start*
	Learning Enrichment Foundation
	Skills for Change*
	West Neighbourhood House
	St. Stephen’s Community House*
	The Career Foundation*
	Toronto Employment & Social Services – York Humber*
	VPI Employment Solutions*
	Youth Employment Services (YES)
Toronto Workforce Innovation Group (TWIG)	
<p>Lawrence Heights Inter-Organizational Network Employment and Training working group LHION is a coalition of emerging groups, service providers and other representative organizations delivering programs and services in the communities of Lawrence Heights, Lotherton Pathway and Neptune. LHION works together with the City’s Neighbourhood Action Team and residents to coordinate their efforts toward building healthy and sustainable communities.</p>	North York Community House
	Toronto Public Library – Barbara Frum Branch
	COSTI*
	VPI Employment Solutions*
	Toronto Community Housing
	Toronto Employment & Social Services – Lawrence Square*
	Humber College*
	St. Stephen’s Community House*
	The Career Foundation*
	Local Immigration Partnership – North Heights Development Inc.
<p>E-TEAM The E-TEAM is a group of agencies in the Scarborough area that are working together in concert to provide services to the residents of that area.</p>	Mid-Scarborough Hub YMCA Employment Centre
	Toronto Scarborough Town Centre Ct. YMCA Centre

	Career Foundation
	Centennial College
	JVS Toronto
	On Track
	Operation Springboard
	PCPI
	Seneca College
	TDSB Next Steps
	YWCA
	East Scarborough Storefront
<p>Professional Access Into Employment (PAIE) Program</p> <p>PAIE is an innovative bridge training program that helps internationally-trained environmental professionals launch their careers in Engineering, Geoscience, Environmental Science and Planning. PAIE's 1 year program empowers participants with an increased understanding of the local labour market. PAIE supports participants as they pursue their goals of obtaining employment and gaining the Canadian experience required for professional licensing and certifications.</p>	Toronto and Region Conservation Authority
<p>City of Toronto Employment & Social Services (TESS)</p> <p>TESS provides employment supports, financial benefits and social supports to people living in Toronto. Their vision is to strengthen the social and economic well-being of Torontonians in their communities. By providing employment services, financial benefits and social supports, they work to make that vision a reality. They are committed to engaging and working closely with clients, employers, community partners and staff to make sure they are meeting the needs of the communities we serve.</p>	<p>Yonge-Eglinton Employment & Social Services</p> <p>York Humber Employment & Social Services</p> <p>Golden Mile Employment & Social Services</p> <p>Cliffcrest Employment Services</p> <p>Lawrence Square Employment & Social Services</p>
<p>Military Employment Transition (MET) Program</p> <p>The Canada Company Military Employment Transition (MET) Program is an initiative developed to assist Canadian Armed Forces (CAF) Members, Reservists, Veterans and Military Spouses who are seeking to find jobs in the civilian workforce. The program serves as a bridge between the CAF and Canada Company's "Military Friendly Employer Partners".</p>	
<p>Ontario Disability Employment Network (ODEN)</p>	<p>Canadian Council on Rehabilitation and Work</p> <p>Spinal Cord Injury Ontario</p>

A professional body of employment service providers united to increase employment opportunities for people who have a disability.	
TDSB Adult Learning Centres <ul style="list-style-type: none">● City View Adult Learning Centre● Yorkdale Adult Learning Centre	

*denotes agencies that are on multiple networks

** As CTS is an equal and inclusive opportunity employer; we are prepared to build relationships with all local workforce agencies who also work with individuals facing barriers to employment.

Appendix 2: Activities this Quarter

Date	Type	Topic
2019/01/04	Meeting	Doors Open EMSF Planning Meeting
2019/01/07	Meeting	2019 Communications Planning Meeting
2019/01/15	Event	TCBN Quarterly General Meeting in Regent Park
2019/01/17	Meeting	Urban Arts Service Expansion
2019/02/04	Event	Employment Information Session with ACCES Employment
2019/02/05	Meeting	Cultural Hotspot Meeting
2019/02/07	Meeting	Trough Design Challenge Meeting
2019/02/13	Meeting	Community Benefits - Community of Practice
2019/02/19	Meeting	Meeting with the 519 Community Centre
2019/02/22	Meeting	Community Benefits Working Group Meeting
2019/02/26	Event	Train the Job Developer Event with TESS & Construction Connections
2019/03/01	Event	TCBN Bus Tour
2019/03/02	Event	TCBN Women in the Trades Event
2019/03/29	Event	TEF Employment Social Enterprise Conference