

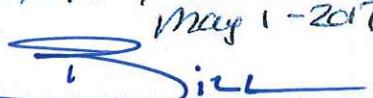


COMMUNITY BENEFITS PROGRAM

Quarterly Report – Jan 1 – Mar 31

FOR

EGLINTON CROSSTOWN LRT PROJECT

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DOCUMENT REVISIONS INDEX

Revision	Date	Description of Changes
00		Initial Release.

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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. Crosslinx Transit Solutions is committed to investing in the communities where we are carrying out our work. We have a solid plan to build infrastructure, as well as to build people, between now and fall 2021.

CTS is required to provide a quarterly report on its Community Benefits initiatives, as laid out in the Community Benefits and Liaison Plan. This is the first of four reports for 2017 and provides a snapshot of our work during the months of January, February and March 2017. We look forward to continuing to engage with the residents and businesses along Eglinton Avenue, while celebrating the unique and diverse nature of these communities.

1.1 Relevant Definitions

To ensure clarity, CTS has 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, racialized and immigrant populations, as well as military veterans.

Neighbourhood Improvement Areas (NIAs)

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

Eglinton Corridor

The Eglinton Corridor ("Corridor") is the area along and around Eglinton Avenue, between Weston Road in the west and Kennedy Road in the east.

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 (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.

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 Table

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

Table 1: CTS Community Benefits Team Table of 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. Primarily 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 meetings/committees 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.
Viva Isbasoiu	Community Benefits Liaison Officer	Reports to the Community Investment and Programs Lead. Attends all CBWG meetings and supports stakeholder meetings. Delivers on-the-ground community benefits liaison communications, stakeholder relations and business liaison mandates. Anticipates issues, seeks mitigation and swiftly escalates public/stakeholder concerns to prevent and resolve community and business issues. Primary point of contact for local organizations supporting Community Benefits initiatives. Supports CTS CBWG member participation and action items. Attends all relevant coordination meetings/committees and community meetings. Maintains records and databases, and prepares quarterly reports associated with the project. Hosts and attends meetings/events along the Corridor. Media-oriented.
Denisa Leiba	People and 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 and Culture Director. Acts as internal labour relations advisor to CTSC and works directly with construction leaders, parent companies and unions. Supports apprenticeship initiatives in the area of labour relations.

Monique Gordon	P&C Services Manager and Business Partner	Reports to the People and Culture Director. Supports community benefits initiatives in the area of employment, training, and skill development. Coordinates the provision of feedback to local workforce agencies on candidate referral pipeline. Supports engagement with local workforce agencies and CTS' Candidate Referral Pipeline, helps plan training and skill development initiatives, and attend events.
Mark Scherer	Procurement Director	Reports to the Commercial Director. Oversees the implementation of corporate policies and protocols to support social and local procurement. Supports CTS events to disseminate information on social and local procurement opportunities that exist.

3.0 Apprenticeship

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

4.0 Employment, Training and Workforce Development

CTS is committed to making the pathway to Professional, Administrative and Technical (PAT) roles in the construction industry more accessible to youth facing barriers to employment and historically disadvantaged communities.

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

Hires to date	68
On the job training (this quarter)	1
Outreach and Meetings (this quarter)	2
Training and Development Workshops (this quarter)	1

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 experience, mentorship and networks.

4.1 Policy

The CTS Candidate Referral Pipeline (“Pipeline”) is the system of targeted hiring approaches that CTS is applying to hire from historically disadvantaged communities, as well as residents along the Corridor.

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.

The 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 Professional, Administrative and Technical roles at CTS. To help feed the Pipeline, CTS gives these agencies advanced notice of jobs that are about to be posted so that agencies can prepare their clients to compete against the rest of the labour market.

4.2 Practice

CTS is committed to being active in its outreach and transparent in its 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 the Workforce Development and Local 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 (see 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
Toronto West Partners (TWP) Network	<ul style="list-style-type: none"> St. Stephen’s Community House 	13
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
TOTAL		58

*Note: Several agencies hold seats in multiple networks.

4.3 Performance

Humber College Employer Breakfast

This quarter CTS was invited to speak at Humber’s Community Outreach and Workforce Development first annual Employer Breakfast. The Community Outreach and Workforce Development team offers a suite of programs that support youth, newcomers to Canada, women, Aboriginal Peoples and other under-served populations.

The purpose of the event is to thank employers for hiring Humber College graduates and to share best practices with other employers on how to effectively work with Humber’s job developers and employer counsellors.

We spoke about our success in finding internationally-trained professionals through our relationship with Humber’s numerous bridging programs.

5.0 Social Procurement and Support of Local Business

CTS is committed to supporting and building the capacity of small- and medium-sized businesses, and social enterprises. Of particular interest are those businesses located along the Eglinton Corridor and social enterprises that create employment and training opportunities for historically disadvantaged and equity-seeking individuals 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. Local sources of supply for goods and services will be encouraged wherever it is practical, economically reasonable and technically sound, to ensure the ongoing support of the Project by local suppliers and contractors.

Social Procurement Spend to March 31, 2017	\$ 34,016.93 (compared to \$1,985.98 reported for Q1 2016)
Support of Local Businesses Spend to March 31, 2017	\$ 2,065,381.79 (compared to \$348,049.80 reported for Q1 2016)
Support of Local Non-Profit Organizations through Donations Spend to March 31, 2017	\$8,750.00

5.1 Policy

The CTS Community Benefits Team maintains a local business and social enterprise list that is available as a resource to all CTS staff. The team promotes the use of businesses on this list wherever possible.

5.2 Practice

CTS works in partnership with the Social Purchasing Project (SPP) to identify social enterprises that can provide products or services to the ECLRT Project. The SPP is a matchmaking service, connecting public and private purchasers to social enterprises. The SPP’s goal is to help build capacity, increase sales and raise the profile of social enterprises across the Greater Toronto and Hamilton area.

In an effort to ensure that staff remain aware of the Project’s commitment to investing in businesses along the Project corridor, CTSC Procurement has added a question to the Project-wide Purchase Requisition Form to remind staff that it is necessary to determine whether their service can be found along the Project corridor or can be provided by a social enterprise.

5.3 Performance

The communities of Eglinton Avenue are home to several community-based non-profit social services agencies dedicated to serving the community.

When appropriate, we support the agencies in their work, in their effort to fund community benefits related programs, as well as in their effort to train vulnerable populations and get them ready to work.

Starting this quarter we will highlight our commitment to the charitable initiatives and non-profit organizations that serve the residents of Eglinton Avenue.

Through sponsorships and charitable donations, CTS has supported food banks and shelters, award ceremonies, BIA events and initiatives, and mentorship programs. Our investment in these organizations speaks to our belief that Eglinton Avenue is home to

valuable people and resources, and that they deserve a boost to help their clients deal with the disruption of the ECLRT Project construction.

6.0 Community Improvements

CTS is committed to adding to the value of existing City of Toronto initiatives that seek to develop the capacity of members of the community, demonstrate environmental stewardship, and promote social and economic inclusion.

CTS Builds Communities events this quarter 2

6.1 Policy

As part of our commitment to improve as we build, and leave communities better off than they were before we began building, our program, *CTS Builds Communities*, aims to demonstrate corporate social responsibility by being proactive and visible in the communities in which we work. Demonstrating care and stewardship over the neighbourhoods of Eglinton Avenue is at the core of *CTS Builds Communities*.

6.2 Practice

CTS will continue to develop and put policies and procedures in place 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.

6.3 Performance

YWCA Women in Construction workshop series

For three weeks this spring, 15 high school girls from the Eglinton East and Scarborough Village neighbourhoods got an inside look at careers in construction and what it means to be a woman working in a male dominated industry. The girls got to meet and connect with nine successful women from our larger CTS staff team who leant their insight on why they got involved in construction, how they got there and what they love about their jobs.

The workshop aimed to clarify misconceptions about construction and show the girls that there are many great options for them within this industry. Through meaningful discussions and engaging activities, the girls learned that construction isn't as narrow of a field as they once thought. Their interaction with the successful CTS women was key in opening their eyes about the vastness of this industry, and it inspired them to consider

future careers in construction – highlighting the importance and positive impact that role models have in the lives of young women. The CTS women were open and approachable, offered valuable and timely advice, and really connected with the girls.

We sought to bring awareness to the gender gap within the STEM (Science, Technology, Engineering and Math) fields and explore, with the girls, why it exists. Our larger goal was to empower these young women to pursue careers in the STEM fields and not to feel discouraged simply because women are underrepresented in these fields. One of our take-away messages for the girls was to keep their options open by not dropping Grade 12 math; they are too young to know who and where they will be in five or 10 years.

The three-part workshop was conducted in partnership with the YWCA Girls' Centre in Scarborough, a girls-only space that helps girls build leadership skills, enhance their self-esteem, and learn to understand and challenge the world around them. We believe that we contributed to those objectives and demonstrated our commitment to those values through this workshop.



Photo taken at the YWCA Girls' Centre Women in Construction workshop on Friday March 31, 2017. CTS staff member working with high school students interested in STEM careers.

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*
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.	WoodGreen Employment Services
	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*	
Toronto West Partners Network (TWP) TWP is a group of Employment Ontario funded workforce agencies located in the city's West Quadrant.	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</p> <p>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>	<p>North York Community House</p> <p>Toronto Public Library – Barbara Frum Branch</p> <p>COSTI*</p> <p>VPI Employment Solutions*</p> <p>Toronto Community Housing</p> <p>Toronto Employment & Social Services – Lawrence Square*</p> <p>Humber College*</p> <p>St. Stephen’s Community House*</p> <p>The Career Foundation*</p> <p>Local Immigration Partnership – North Heights Development Inc.</p>
<p>E-TEAM</p> <p>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>	<p>Mid-Scarborough Hub YMCA Employment Centre</p> <p>Toronto Scarborough Town Centre Ct. YMCA Centre</p> <p>ACCES</p> <p>Career Foundation</p> <p>Centennial College</p> <p>JVS Toronto</p> <p>On Track</p> <p>Operation Springboard</p>

	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>	Canada Company
<p>Ontario Disability Employment Network</p> <p>A professional body of employment service providers united to increase employment opportunities for people who have a disability.</p>	<p>Canadian Council on Rehabilitation and Work</p> <p>Spinal Cord Injury Ontario</p>

*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
12-Jan-17	Outreach	Community Benefits in Municipal Asset Management Workshop at Evergreen
18-Jan-17	Employment	Employment Information Session & Speed Mentoring Session - Humber College
19-Jan-17	Social Enterprise	Presidents' Tour at Eva's Initiatives
23-Jan-17	Outreach	Councillor Burnside's Flemingdon Park Town Hall
15-Feb-17	Outreach	Meeting with Thorncliffe Neighbourhood Office regarding community mural at the future Laird station
23-Feb-17	Employment	Humber College Employer Breakfast
06-Mar-17	Training and Development	George Brown Civil Engineering Technology Student Visit to Health & Safety for Shadowing
16-Mar-17	Employment	Youth Resource Fair at Learning Enrichment Foundation
24-Mar-17	Mentorship	Women in Construction with YWCA - Part 1
28-Mar-17	Outreach	Flemingdon Park Economic Development Meeting
31-Mar-17	Mentorship	Women in Construction with YWCA - Part 2