

Apprenticeship Plan

Eglinton Crosstown LRT Project

2016





Contents

Introduction2

Context.....5

Partnerships & Collaboration6

 Plan Objectives.....7

Crosstown Apprenticeship Opportunities by Trade.....8

Crosstown Apprenticeship Program10

Maintenance Period16

 Completion of Crosstown initiated Apprenticeships.....16

 Reporting & Evaluation.....16

 Crosslinx Apprenticeship Implementation Activities17

Appendix I.....18

Appendix II.....23

Appendix III24

Appendix IV.....25

The information in this plan was current as of May 2016 with the exception of Appendix IV which was submitted separately in August 2016.

Eglinton Crosstown LRT

Metrolinx and Infrastructure Ontario selected Crosslinx Transit Solutions (CTS) to design, build, finance, and maintain the Eglinton Crosstown Light Rail Transit (ECLRT) project, the first major transit expansion in Toronto in 50 years.

The 19 km Crosstown will run along Eglinton Avenue, from Mount Dennis (Weston Road) in the west to Kennedy Station in the east. It will be integrated with existing TTC and GO Transit lines, and operated by the TTC. Construction started on the first of 15 underground stations in March 2016.

The provincial government's \$5.3 billion Crosstown investment is the single largest GTA transit investment ever. When it's up and running, the Crosstown will deliver service that is reliable, comfortable and 60 percent faster than what is now available. What's more, building the line is creating thousands of jobs, 2,500* at peak construction, and other significant economic benefits.

*Updated information in Appendix IV.

Photo: Crosslinx Transit Solutions, 2016.





INTRODUCTION

Eglinton Crosstown
Community Benefits

The Crosstown is also unique because it is Ontario's first large-scale public infrastructure project to contractually require the developer, CTS, to ensure that local communities and historically disadvantaged and equity seeking groups directly benefit from the province's investment.

To meet this requirement, CTS is providing a range of employment, training and apprenticeship opportunities to these groups, as well as purchasing goods and services from local suppliers and social enterprises, whenever possible.

The Crosstown community benefits requirements grew out of the historic 2014 Community Benefits Framework signed by Metrolinx and the Toronto Community Benefits Network (TCBN) for new transit projects. The requirements are similar to those in the province's recently enacted Infrastructure for Jobs and Prosperity Act. The Crosstown project is being looked to as a pilot for future community benefit initiatives for major public infrastructure projects and could be used to set objectives and benchmarks.

CTS recognizes and agrees, that public infrastructure planning and investment should promote economic competitiveness, productivity, job creation and training opportunities for local communities and priority groups. We know that there is strong stakeholder interest in our progress on community benefits initiatives and recognize that Metrolinx and CTS will be called on to demonstrate measurable results. To date, CTS has hired 15 people from the community for professional, administrative and technical positions, spent \$100,000 on local procurement and led a community clean-up of Keele'sdale Park.

CTS is a consortium of four construction companies, AECON, ACS-Dragados, EllisDon and SNC-Lavalin, all of which regularly engage in capacity building and investing in the communities in which they work. More information on their community and workforce investments is included in Appendix I.



CONTEXT

Apprenticeship Plan Requirement

CTS's Project Agreement with Metrolinx and Infrastructure Ontario requires the Apprenticeship Plan to include:

- Specific objectives for apprenticeship opportunities for the Project on a trade-by-trade basis
- Apprenticeship opportunities for each trade required on the Project
- Confirmation that apprenticeships will be registered with the Ministry of Training, Colleges and Universities and the Ontario College of Trades, as applicable
- Program to ensure the required supply of apprentices to meet CTS's Apprenticeship Plan objectives and requirements
- Program to support apprentices on the Project to complete their apprenticeships during the Project Term and, for those whose apprenticeships are not complete by the end of the Project Term, a program to support apprentices to complete their apprenticeships after the end of the Project Term
- Focused apprenticeship program for youth-at-risk, historically disadvantaged groups in local communities including low-income, racialized and immigrant populations, and military veterans.

Project Factors Influencing
Apprenticeship Opportunities

- As with all large construction projects, constructing the Crosstown involves a number of construction activities that will vary over the course of the project. Work in the first two years primarily involves heavy civil works and involves activities such as demolition, shoring, excavation, as well as the start of station construction with concrete and rebar work.
- Some of the construction work will not be suitable for new apprentices for safety reasons. For example, four Crosstown stations will be mined rather than excavated. A significant amount of this underground work requires experienced workers.
- CTS has a 30 year contract to maintain the Crosstown's trains, track work and communications system. While this does open up long term apprenticeship opportunities, the opportunities will be different because there will be less person hours of work at any given time, and there will not be the need for the same volume/continual intake of apprentices as during the construction period.

Left photo: Crosslinx Transit Solutions, 2016.
Right photo: Carpenters' District Council of Ontario.

Local residents and historically disadvantaged communities

While CTS must deliver a number of community benefits including the Apprenticeship Plan, doing this successfully and efficiently, is largely dependent on collaborating with similarly aligned organizations and capitalizing on a number of existing employment, pre-apprenticeship and apprenticeship programs. In many instances, CTS will act as a facilitator and connector in addition to providing apprenticeship jobs on Crosstown construction sites. Below is an infographic which illustrates the many processes, services and supports for people interested in a career in the construction trades.

Toronto Community Benefits Network

The Toronto Community Benefits Network (TCBN) is a coalition of community and labour organizations that promotes inclusive economic development so that disadvantaged communities and equity seeking groups can benefit from employment and other opportunities associated with infrastructure investments. TCBN works with communities across the City of Toronto to ensure that the community benefits are part of major new developments. CTS, Metrolinx and TCBN collaborate through the Crosstown Community Benefits Working Group.

Construction Trade Unions

Trade unions will make a significant contribution to the success of CTS's Apprenticeship Plan. Many unions have their own training facilities and deliver apprenticeship programs that are registered with the Ministry of Training, Colleges and Universities and the Ontario College of Trades. A number of unions also fund and participate in a range of pre-apprenticeship programs for youth and other priority groups to prepare them for careers in the trades. Because they provide ongoing support throughout an apprenticeship program, unions also play a central role in seeing apprentices through to the successful completion of their training.

Labour Market Partnership – Construction Pathway

The United Way of Toronto and York Region is facilitating a new employment coordination program, a pathway, so that at-risk youth can find careers in construction, while at the same time providing construction employers with a reliable pipeline of high-quality labour to meet their needs. The Crosstown is the demonstration project for this new initiative which includes participation from the Ministry of Training, Colleges and Universities, the Ministry of Economic Development, Employment and Infrastructure, Toronto Employment and Social Services, the Atkinson and Metcalfe foundations, Metrolinx, CTS and the Social Research and Demonstration Corporation.

Employers

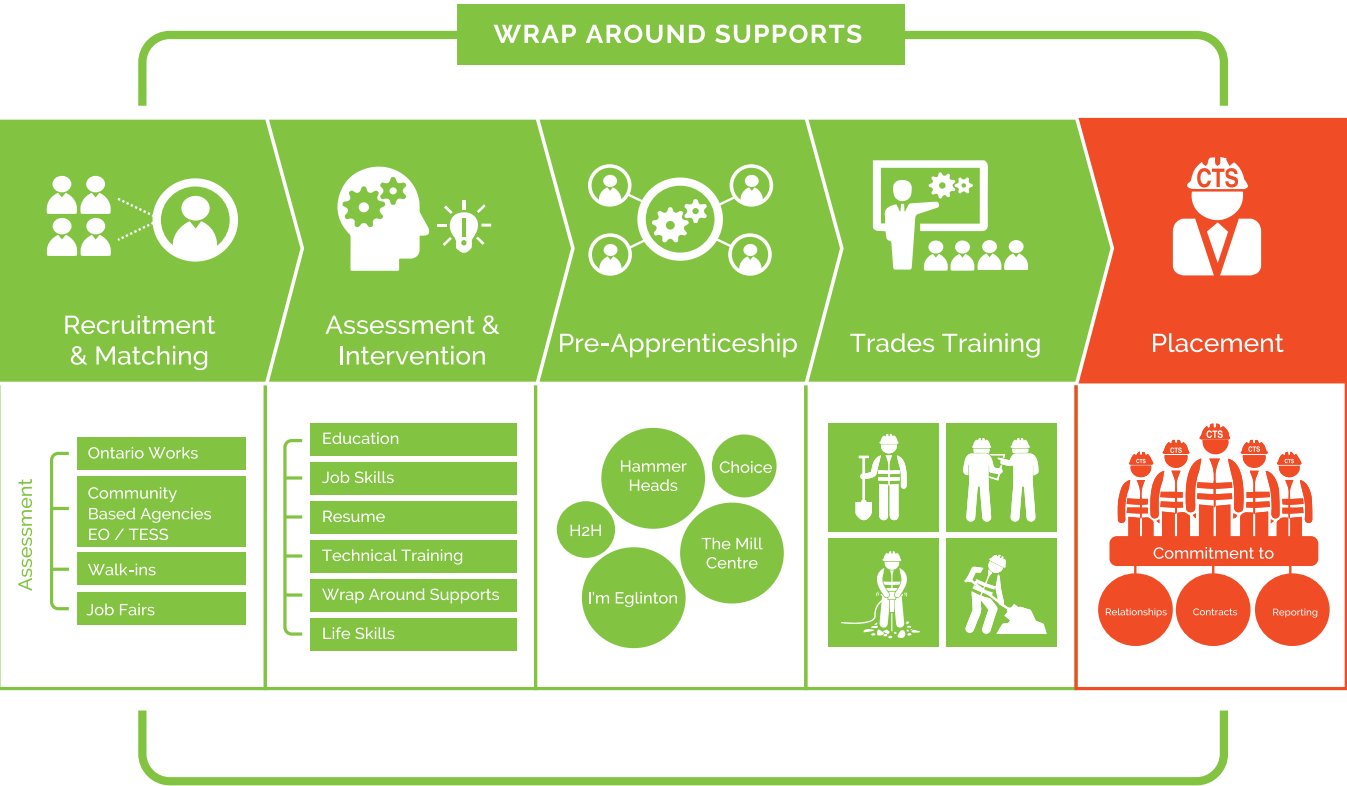
CTS and our subcontractors will provide construction jobs for apprentices and other workers. Subcontractors will carry out 80 percent of the work required to complete the Crosstown, with CTS directly performing the balance. CTS's apprenticeship requirements are being passed down to the subcontractors through the procurement and contracting process. CTS will ensure that subcontractors understand the importance of the apprenticeship requirements early in the process. CTS will also ensure that they have the information required to hire apprentices in conjunction with unions and construction employment service providers.

PLAN OBJECTIVES

- 1 Maximize the number of apprenticeships for the trades that are required to construct and maintain the Crosstown:
 - Create good paying, skilled jobs that provide strong future employment potential and;
 - Meet the labour needs of CTS, its subcontractors and future construction industry.
- 2 Contribute to a coordinated, streamlined process for entering the construction trades by promoting the use of existing trade union training programs and the newly created MTCU/TESS pathway for careers in the trades for at-risk youth.
- 3 Facilitate communication and coordination, and build relationships among TCBN, trade unions, employers, MTCU, TESS, United Way and other social and employment service providers.
- 4 Track, evaluate and report annually on Apprenticeship Plan results, including identifying the number of apprentices that are employed on the Crosstown project, including those who start their apprenticeships there.

DEFINITION OF AN APPRENTICE

CTS has defined an apprentice as someone who is registered with the Ontario Ministry of Training Colleges and Universities and the Ontario College of Trades, and has signed a Contract of Apprenticeship with a union or employer.



As with all large construction projects, constructing the Crosstown involves a number of construction activities that will vary over the course of the project.

Work in the first two years primarily involves heavy civil works and involves activities such as demolition, shoring, excavation, as well as the start of station construction with concrete and rebar work. A high level schedule is attached in Appendix III that sets out activities over the construction period.

CTS recognizes that understanding the type of labour required and the timing of labour requirements is critical to ensuring an adequate supply of skilled labour. By June 2016, CTS will provide trade unions, subcontractors and the MTCU/TESS Construction Pathway with this information. CTS will update and communicate this information every six months. This information has been included as an addendum to the earlier version of The Plan. See Appendix IV.



Construction Trades

To the right is a comprehensive list of all construction trades as defined by the Ontario College of Trades. Apprenticeship opportunities will be maximized to the extent the trade is required on the Crosstown Project.

- Architectural Glass and Metal Technician
- Brick and Stone Mason
- Cement (Concrete) Finisher
- Concrete Pump Operator
- Construction Boilermaker
- Construction Craft Worker
- Construction Millwright
- Drywall Finisher and Plasterer
- Drywall, Acoustic and Lathing Applicator
- Electrician — Construction and Maintenance
- Electrician — Domestic and Rural
- Exterior Insulated Finish Systems Mechanic
- Floor Covering Installer
- General Carpenter
- Hazardous Materials Worker
- Heat and Frost Insulator
- Heavy Equipment Operator — Dozer
- Heavy Equipment Operator — Excavator
- Heavy Equipment Operator — Tractor Loader
- Backhoe
- Hoisting Engineer — Mobile Crane Operator 1
- Hoisting Engineer — Mobile Crane Operator 2
- Hoisting Engineer — Tower Crane Operator
- Ironworker — Generalist
- Ironworker — Structural and Ornamental
- Native Residential Construction Worker
- Painter and Decorator — Commercial and Residential
- Painter and Decorator — Industrial
- Plumber
- Powerline Technician
- Precast Concrete Erector
- Precast Concrete Finisher
- Refractory Mason
- Refrigeration and Air Conditioning Systems Mechanic
- Reinforcing Rodworker
- Residential (Low Rise) Sheet Metal Installer
- Residential Air Conditioning Systems Mechanic
- Restoration Mason
- Roofer
- Sheet Metal Worker
- Sprinkler and Fire Protection Installer
- Steamfitter
- Terrazzo, Tile and Marble Setter

Left photo: Carpenters' District Council of Ontario.
Right photo: Labour Education Centre, Ken Wong.



CTS will provide apprenticeship opportunities as required in the Project Agreement through the work CTS carries out directly and through work that is subcontracted. CTS recognizes that there is currently no single apprenticeship pathway for the construction industry.

The varied nature of apprenticeship programs adds to the complexity of delivering and tracking a unified strategy. CTS also recognizes that apprentice training in Ontario is under the discretion of the labour unions and that apprentice recruitment and on-the-job training is subject to the contents of the collective agreements that exist between the trade unions and the contractors they supply labour to.

Self-Performed Work

CTS has negotiated project specific agreements with the trade unions that represent workers that CTS will directly employ. As part of these agreements, the unions have agreed to work with CTS to deliver apprenticeship opportunities. CTS has project specific collective agreements with trade unions, the unions are:

- Laborers' International Union of North America, Locals 183 & 506
- International Union of Operating Engineers, Local 793
- United Brotherhood of Carpenters and Joiners of America, Local 27

Notably, LIUNA Locals 183 & 506 and the Carpenters Local 27 are members of the Toronto Community Benefits Network's Steering Committee.



Subcontracted Work

Where work is subcontracted, CTS will pass down the Project Agreement apprenticeship requirements to the subcontractor. During the bid process, CTS will require subcontractors to include an apprenticeship plan setting out the apprentices, identified by trade, required for the contracted work. This will be included as a deliverable in the subcontractors' contracts.

Early in the procurement process, CTS will provide subcontractors with the information and contacts required to successfully deliver on apprenticeship requirements. Many subcontractors already work with unions and employment service providers to employ apprentices, and are aware of and/or fund apprenticeship and pre-apprenticeship programs.

Contracts will also require subcontractors to report regularly on apprentices working on CTS construction sites and CTS will have the right to audit this information including through site visits.

Photo: Helmets to Hardhats Canada.
Right photo: Carpenters' District Council of Ontario.

Program For At-Risk Youth And Historically Disadvantaged & Equity Seeking Groups

CTS will use and promote the use of new and existing programs to provide apprenticeship opportunities to at-risk youth and historically disadvantaged and equity seeking groups.

MTCU/TESS Construction Pathway

The Construction Pathway is specifically focused on streamlining the process and supporting at-risk youth, women, Aboriginal persons, newcomers, veterans and Eglinton Avenue-area residents to successfully pursue a career in the trades. Its recruitment, screening and employment readiness initiatives will be based on employer hiring needs with an initial focus of preparing job seekers to meet the needs of Crosstown construction. In addition to providing/coordinating job skills training, the pathway will also deliver wrap-around supports such as childcare and assistance with purchasing tools or initial union dues, in order to reduce barriers and help ensure apprentices to complete their training.

Existing Programs

While the MTCU/TESS construction pathway is specifically focused on streamlining the process and supporting at-risk youth and historically disadvantaged and equity seeking groups looking for careers in the trades, there are a number of existing programs that have similar objectives. MTCU and TESS employment service providers have relationships with many of these programs and some of the people who are identified through the Construction Pathway will be enrolled in them for pre-apprenticeship training. More information about these programs is on the next page.



Photo: Labour Education Centre, Ken Wong.

ENGAGEMENT OF COMMUNITY RESIDENTS

Outreach to residents of the Crosstown corridor has been ongoing since January 2013. TCBN led resident engagement prior to CTS being engaged including nine resident engagement sessions with community organizations that helped break down complex pathways to each of the building trades. These sessions resulted in a database of 300 residents who were interested in entering the construction trades. Through the Construction Pathway, qualified individuals will be informed of Crosstown apprenticeship opportunities as well as through the existing I'm Eglinton pre-apprenticeship program, a sector-focused, career development program for Ontario Works recipients interested in working in the Construction/Trades industry and funded by LIUNA 183 and 506. The program aims to provide participants with knowledge about the building trades and to expose them to working in the building and construction fields.

ENGAGEMENT OF AT-RISK YOUTH

CTS will leverage the Hammer Heads Pre-apprenticeship Program run by the Central Ontario Building Trades (COBT) to work with at-risk youth. The Hammer Heads Program is connected through the COBT to Allied Partners who include LiUNA 183, LiUNA 506 and the International Union of Operating Engineers Local 793. Hammer Heads participants are between 18 and 26 years of age and reside in a priority neighbourhood or under-resourced community within the City of Toronto. Hammer Heads introduces youth to several different construction trades while developing skills important to successful long lasting careers in construction. The program is comprised of safety training, hands-on skills development, mentoring and coaching.

The CHOICE Carpentry Pre-apprenticeship Program will also be leveraged to work with at-risk youth. The goal of the CHOICE Youth-at-risk Pre-apprenticeship Program—offered in partnership with the College of Carpenters and Allied Trades, Carpenters Local Union 27, Toronto Community Housing Corporation, Housing Services Inc. and the YMCA—is to stimulate economic development in low-income communities while providing youth from within those communities with rewarding long-term career opportunities in construction.

ENGAGEMENT OF RACIALIZED AND IMMIGRANT POPULATIONS

CTS will also leverage the Hammer Heads Pre-Apprenticeship Program to work with racialized and immigrant populations. The Hammer Heads Program is connected through the COBT to Allied Partners who include LiUNA 183, LiUNA 506 and the International Union of Operating Engineers Local 793. The COBT is working with several construction trades to establish a diverse workforce and maximize successful apprenticeships by linking graduates to the construction trade best suited to their skill sets.

ENGAGEMENT OF MILITARY VETERANS

Helmets to Hardhats (H2H) Canada is a partnership with Canada's Building Trades Unions, employers across Canada, and government stakeholders. H2H is designed to provide training for anyone who has served—or is currently serving and looking to transition to a civilian career—in either the Regular or Reserve Force Components of the Canadian Forces. Regardless of an individual's military occupation, they may choose to pursue any of the 14 applicable trade fields with full apprenticeship training being provided as required. H2H Canada has partnerships with 14 unions including LiUNA, the International Union of Operating Engineers and the United Brotherhood of Carpenters.

The 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". CTS has been added to the Canada Company's list of Military Friendly Employer Partners and understands the valuable skills former military members can bring to this project.

Photos: Crosslinx Transit Solutions, 2016.

ABORIGINAL PERSONS

Miziwe Biik Aboriginal Employment and Training was created in 1991 to meet the unique training and employment needs of Aboriginal peoples. Their 27-week "Carpentry for Women" Pre-Apprenticeship Training Program in partnership with George Brown College and The Mill Centre prepares Aboriginal people for long-term employment to address the shortage of highly skilled carpenters in the GTA.

The Aboriginal Apprenticeship Board of Ontario (AABO) is a not-for-profit organization dedicated to increasing the number of Aboriginal people in the trades in Ontario. The AABO is partnered with the Operating Engineers Training Institute of Ontario, the Construction Sector Council, the International Brotherhood of Electrical Workers and the Canadian Apprenticeship Forum, among others.

WOMEN IN THE TRADES

Women Building Futures (WBF) is an organization based out of Edmonton, Alberta that accepts students from across Canada. WBF is a leader in trades training for women, with extensive experience recruiting women into the heavy industrial workforce at a consistent employment placement rate of 90 per cent. WBF conducts workforce training—preparing women for success through skills training, safety certification, and academic upgrading; they conduct workforce coaching—to support training retention and long term employment success and; they provide job retention support—to assist with securing and retaining apprenticeships and employment.

STUDENTS

CTS will investigate opportunities to leverage the Ontario Youth Apprenticeship Program which provides young people with apprenticeship opportunities while they are still in high school. Students complete a co-op placement in a skilled trade and receive credit for it. CTS will also continue participation in Metrolinx's Transit in Your Community program to engage local high schools and community colleges.



CTS and Crosslinx Transit Solutions Maintenance (CTSM) is in the process of planning for the 30 year maintenance of the project. CTSM will seek to include the apprenticeship requirements for the maintenance period.

CTSM is not in a position to decide which Maintenance and Rehabilitation activities will be self-performed or subcontracted at this time. The following outlines how apprenticeships will be handled under each of the two scenarios:

- In a self-perform scenario, CTSM will negotiate a collective agreement with a Union for the duration of the Maintenance term. Under this Collective Agreement CTSM will develop and implement specific objectives for apprenticeship opportunities in the qualifying trades applicable to CTSM activities.
- In a subcontracting scenario, CTSM will pass down Project Agreement apprenticeship requirements to subcontractors and will follow up with each subcontractor to ensure adherence to agreed-upon apprenticeship program.

CTS will update the Apprenticeship Plan in fall 2018 when there are specific objectives relating to expected labour needs, plans to liaise with local workforce agencies and subcontractor, service and supplier agreements. It should be noted, that during the maintenance period, not many activities are covered under the scope of qualifying trades. Since apprentices are not allowed to work on their own, CTSM will implement apprenticeship programs in those activities where the staff numbers are large enough to justify the position. CTSM will identify the ones that should be considered.

COMPLETION OF CROSTOWN INITIATED APPRENTICESHIPS

As with all large construction projects, constructing the Crosstown involves a number of construction activities that will vary over the course of the project. Work in the first two years primarily involves heavy civil works and involves activities such as demolition, shoring, excavation, as well as the start of station construction with concrete and rebar work. This means that it is unlikely that someone who starts their apprenticeship training on the Crosstown project will complete it there. However, there are a number of elements of the Apprenticeship Plan which should equip apprentices to complete their training and become journeypersons.

First, CTS expects high quality apprentices to be employed on the Crosstown which makes them desirable employees. Second, labour on the Crosstown is unionized and the trade unions are engaged in supporting their apprentices through the process. And third, the Construction Pathway intends to offer a range of resources and wrap-around supports to eliminate traditional barriers to completing training. During the 30 year maintenance period, there may be opportunities for people to start and complete apprenticeships.

REPORTING & EVALUATION

As required under the Project Agreement CTS will report annually on the Apprenticeship Plan. To do this CTS will:

- Track apprentices who are employed through CTS self-performed work;
- Require subcontractors to report on apprentices employed on CTS construction;
- Work with the Construction Pathway, TCBN and associated partners to develop a tracking and evaluation framework.

CROSSLINX APPRENTICESHIP IMPLEMENTATION ACTIVITIES

The table below summarizes the previously discussed activities and timing of CTS's apprenticeship related activities.

CONSTRUCTION ACTIVITIES	
CTS to provide construction schedule to unions, Construction Pathway, subcontractors determine labour needs	June 2016; ongoing
COMMUNICATION & FACILITATION	
CTS to hold Apprenticeship Plan briefing session with trade unions and provide annual update briefing	When plan approved; ongoing
CTS to hold Apprenticeship Plan briefing session with pre-apprenticeship programs and provide annual update briefing	When plan approved; ongoing
CTS to hold Apprenticeship Plan briefing session with existing and future subcontractors and provide annual update briefing	When plan approved; ongoing
CTS to continue participation in the Construction Pathway Demonstration Project	Ongoing
CTS to continue participation in the Community Benefits Working Group	Ongoing
SUBCONTRACTOR APPRENTICESHIP REQUIREMENTS	
CTS to require subcontractors to submit Apprenticeship Plan as part of bids	June 2016
CTS to include mandatory community benefits module in sub-contractor orientation	June 2016
CTS to require subcontractors to regularly report on apprentices working on Crosstown construction sites	June 2016
CTS to require mandatory session for subcontractors to provide info to individuals, local & small business/suppliers on project-related opportunities	Annually / delivered in parallel with public information centres
EVALUATION & REPORTING	
CTS to work with Social Development Research Council, MTCU, TESS and trade unions to develop tracking and evaluation framework	September 2016
CTS to report annually on the Apprenticeship Plan	Ongoing
MAINTENANCE PERIOD	
"Transit in Your Community" school engagement program	Targeting starting September 2018; ongoing



Aecon values the importance of a trained and competent workforce and embrace our responsibility as a local partner in a community. Aecon is also committed to maximizing participation of disadvantaged groups on the project, wherever possible. Aecon boasts extensive Diversity Engagement Programs which support the inclusion, engagement, and participation of Aboriginal communities, people with disabilities, women, and workers of visible minorities in their projects.

The Aecon team fully understands the importance of optimizing Economic Benefits, maximizing the employment of local labour and resource, and commits to develop and promote the well-being of workers and enhance workers' technical and knowledge capacity.

EMPLOYMENT AND TRAINING

Aecon generally partners with labour unions to attract and build a skilled workforce. Aecon has longstanding relationships with Labour Local 183 and Operators Local 793, the primary sources of labour and operators for the heavy construction market in southern Ontario. Aecon's HR development strategies also include:

- Targeting priority neighbourhoods and local communities for a new generation of labour;
- Facilitating women and youth employment;

- Offering part-time jobs for youth and seniors; and
- Establishing a training program, and working with government-sponsored training programs for priority neighbourhoods and youth at risk.

Some of the major projects where Aecon has successfully implemented local benefit strategies and the inclusion of disadvantaged groups include the Inter Pipeline Expansion Project in Alberta, Lower Mattagami Hydroelectric Project in Ontario, Waneta Power Project in British Colombia, and the Alberta Clipper Pipeline Project.

On the Lower Mattagami Hydroelectric Project in Northern Ontario, Aecon hired and trained the local workforce from the Northern Ontario communities (i.e. communities at risk), including 271 First Nation and Métis employees with minimum skill levels. The Project Team worked actively with Moose Cree FN employment and training initiatives to maximize the local and Aboriginal workforce.

SOCIAL AND LOCAL PROCUREMENT

Procurement strategies previously adopted include:

- Targeting local businesses to promote job creation and distribute the economic benefits;
- Providing local businesses with transparent access to procurement opportunities;

- Breaking the work into smaller parcels;
- Establishing supplier information websites and conducting workshops;
- Communicating with unsuccessful bidders to help them prepare for future opportunities.

APPRENTICESHIPS

Aecon offers an apprenticeship program for mechanics which includes subsidized course work and guaranteed work within the Aecon organization. GREAT is an Aboriginal organization providing employment and training opportunities for Six Nations people of the Grand River Territory. In partnership with GREAT, Aecon seized the opportunity to provide on-the-job training for Six Nations members and to hire them upon their completion of training. The majority of these trained Six Nation apprentices are employed by Aecon Utilities working on area Union Gas projects.

Kiikenomaga Kilenjigewen Employment Training Services (KKETS), Ontario: In July 2013 KKETS and Aecon signed a MOU that expressed the formal commitment to work collaboratively to expand opportunities for the development and placement of a skilled Aboriginal workforce and establish a formal relationship for mutually beneficial current and future employment opportunities in the Thunder Bay

and Ring of Fire areas relating to highway, road construction, mining, and similar projects. Under the agreement, Aecon and KKETS will work collaboratively to develop "Remote Training Centers" to provide local access to community-based education, trades and apprenticeship training, operated by First Nations in a socially and culturally relevant environment. The Remote Training Centers take advantage of state of the art computerized technology systems and high-speed satellite broadband internet to connect communities.

Ktunaxa First Nation – Waneta Power Project in Trail BC: Extensive collaboration with Ktunaxa Nation including career exploration sessions and ongoing training programs available to members. Members have executed over 25,000 man-hours. Various citizens completed apprenticeship requirements through work on this project and have continued on to complete their Red Seal certification. The Ktunaxa Liaison Officer, hired from the Ktunaxa Nation worked closely with the Project Manager to ensure highest possible engagement and value. Recognition of the joint ventures collaboration efforts is expressed in a letter of recommendation from the Ktunaxa First Nation.



One of Dragados' core principles is to bring value to the communities in which it operates. As a large civil infrastructure construction company, Dragados is committed to quality job creation, diversity in the workforce, a safe and ethical working environment and the economic growth and social expansion in the communities it serves.

COMMUNITY BENEFITS

Dragados has extensive local and international experience in the development and execution of community benefit plans and consultations addressing community impacts and concerns. Our community benefit strategies include actively informing the local communities, engaging them in the planning and communication and consultation process, and optimizing the use of the local workforce and local businesses.

One of Dragados' examples of community investment and apprenticeship support program the company has been involved with is the I-595 Corridor Improvements Project, in Florida, US with a project value of \$1.575 billion. Dragados led several community activities to generate added value while supporting and enhancing the community. The I-595 Corridor Improvements Project generated substantial employment and training opportunities for the local communities

of South Florida, which had suffered unemployment rates well above the US national average during the lengthy recession. At its peak in September 2011, the project had 1,400 full-time employees and nearly 350 part-time employees.

SOCIAL AND LOCAL PROCUREMENT

Dragados was extremely supportive to the Disadvantaged Business Enterprise ("DBE") program, which is designed to assist DBEs and for-profit small businesses participating in the Federal Department of Transportation (FDOT) contracts. As a result of Dragados' commitment and continued efforts to encourage DBE participation, the project had a participation rate of 12.7%, well over the 8.1% goal established by FDOT.

APPRENTICESHIP

In addition, Dragados participated in the "On-the-Job Training" program (OJT), which is an apprenticeship and training program designed to achieve diversity. This program's target is to move women, minorities, and disadvantaged individuals into skilled and semi-skilled positions to ensure that a competent workforce is available to meet highway construction hiring needs. At the time of project completion in 2014, Dragados had 164 graduates of the OJT program, far exceeding the initial goal of 118 graduates.



SNC-Lavalin takes pride in the policy structure that has contributed to our success and helped us to thrive and grow in both our domestic and international marketplaces. We stand by and are proud of our corporate governance, taking responsibility for and making strong commitments to good corporate citizenship through a code of practice and corporate governance policies, all of which provide for the following:

- ➔ Equal opportunity employment and a fair and equitable workplace free of discrimination on the basis of gender, race, colour, creed, disability, nationality or ethnic origin, or sexual orientation.
- ➔ Community and cultural sensitivity wherein employees, contractors and agents of the company are expected to respect cultural differences including the laws, values, and customs of the cultures and communities within which they are living and working.
- ➔ Freedom from harassment and workplace hostility.
- ➔ A safe and healthy workplace through our commitment to Zero Harm.
- ➔ Protection of the environment and commitment to sustainable growth.

Of utmost importance to Client is SNC-Lavalin's corporate commitment to fostering healthy, thriving communities by promoting socio-

economic development and improved quality of life. While conducting our business activities in accordance with ethical standards and fair commercial practice, we are committed to the development of community human resources and capabilities.

SNC-Lavalin has a strong commitment to discrimination-free projects, and continuous improvement of community quality of life and sustainable development, especially within Aboriginal communities. Our commitment to enhancing Aboriginal businesses is demonstrated through our many joint venture arrangements, memorandums of understanding (MOUs), and partnership agreements that we have formed with First Nations organizations across Northern Canada over the past 15 years.

ABORIGINAL INCLUSION EXPERIENCE (Training, Employment and Procurement)

SNC-Lavalin is often asked to work with project Owners/Clients to facilitate programs to enhance/ maximize aboriginal inclusion within a contract. Depending on the nature and scope of our contract, these efforts will vary in extent. The following are recent examples of some inclusion activities SNC-Lavalin has undertaken in the execution of contracts.

Employment and Training

APPRENTICESHIP

Local Resources Development Initiative (LRDI)™ framework

The LRDI program contributes to maximizing the ratio of local labour primarily during the construction phase, but also during the commissioning and operation phases as it successfully allows performing workers in the project's construction and commissioning to find employment during the operation phase. The LRDI program is highly flexible and can be adapted to the characteristics and requirements of different regions and contexts. In Canada, the LRDI Program is composed of: Local Workforce & Talent Development is supported by a comprehensive work seekers' registration, selection, placement, and tracking program. The vocational training program is designed to increase the employability of local work seekers/apprentices by aligning training delivery with the labour needs of the Project. We do assess training needs and provide life skills, essential skills and technical skills specifically adapted to diverse groups such as women, aboriginal and youth.

SOCIAL AND LOCAL PROCUREMENT

Local Businesses Development & Supply Chain supports local procurement by adapting the work packages to the local industries' capacity without compromising on the quality or efficiency. It maximizes local procurement by implementing capacity building and mentorship strategies to support local enterprises in their bidding efforts and the performance of their contracts. Minority groups can be specifically target by this Program.

Please note that the two first services can benefit from governmental funding for aboriginal initiatives especially apprenticeship programs and SMEs initiatives. SNC-Lavalin can manage to lever the funding available from federal and provincial agencies. Important funding from those entities can allowed supporting the development, delivery of a suitable training program, as well as participant wages, travel and lodging expenses of a successful training strategy project.

Local Capacity Building optimizes the social return on investment through risks and opportunities assessment, considering the communities' long-term objectives and current and potential capacities. It addresses local communities' expectations of more positive project impacts by increasing their participation and augmenting

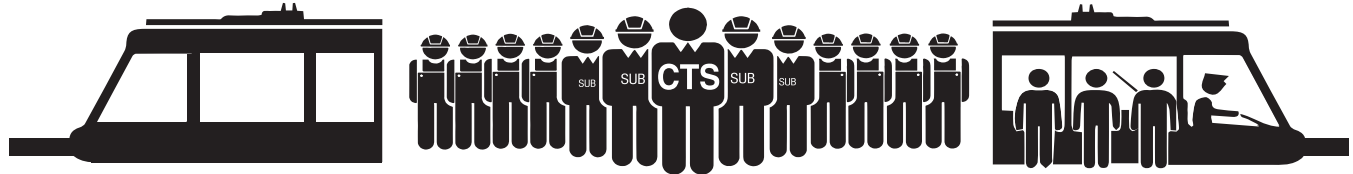
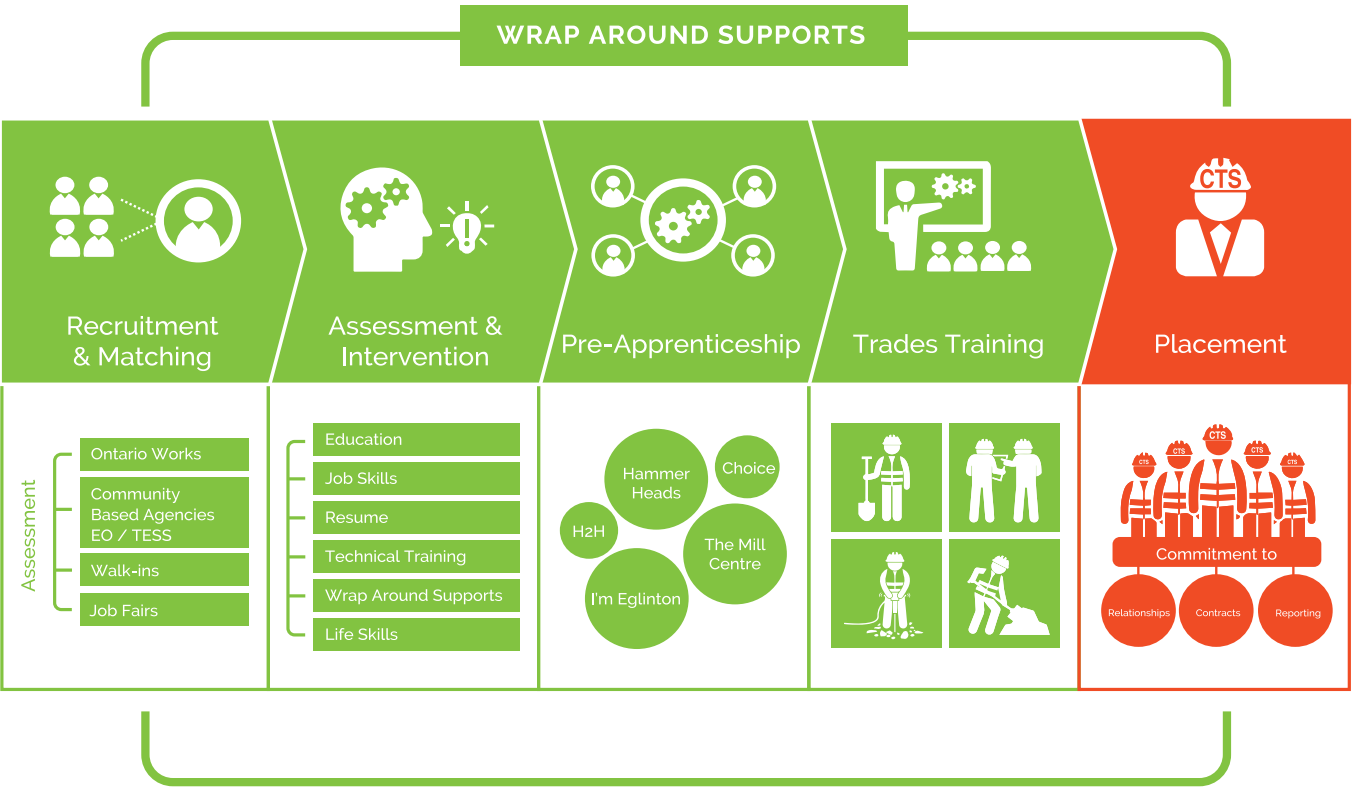
their capacity. Strategic local investment includes the co-existence of local economic activities between various communities as well as with The CLIENT team. These spheres intersect at various levels and, during the execution phase become income-generating opportunities for local populations. Stakeholder Management Plans are designed to address the specific requirements of public and private groups including labor unions.

Sustainable Value Management & Monitoring identifies several value drivers, and monitor them systematically in order to maximize the value created through CAPEX savings for The CLIENT project as well as the societal value created for the region where the project is developed.

All indicators and value drivers are integrated into the LRDI platform that will enable our team to generate, manage and analyze data, and report to the CLIENT project team.

SNC-Lavalin will ensure that the LRDI program is designed, managed, and resourced in full alignment with the CLIENT objectives for training, contracting, monitoring and reporting using the latest GIS systems and 'SMART' indicators. The LRDI program will aim at delivering an outstanding social performance for both the client and the Local community.

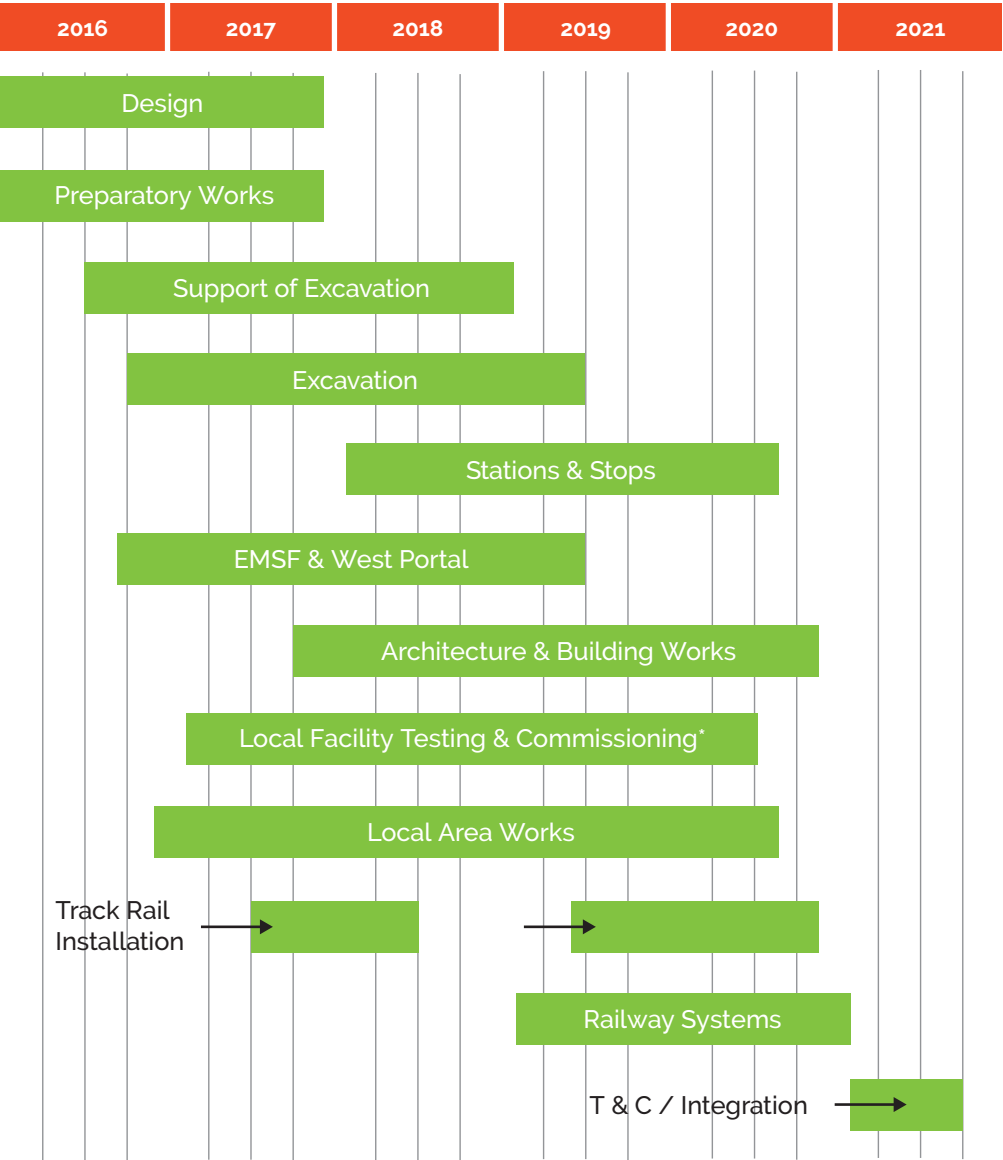
Partnership and Collaboration



PROJECT WORKS SCHEDULE

as of March 2016

An indicative schedule of all stations construction and is meant to be representative in nature only.

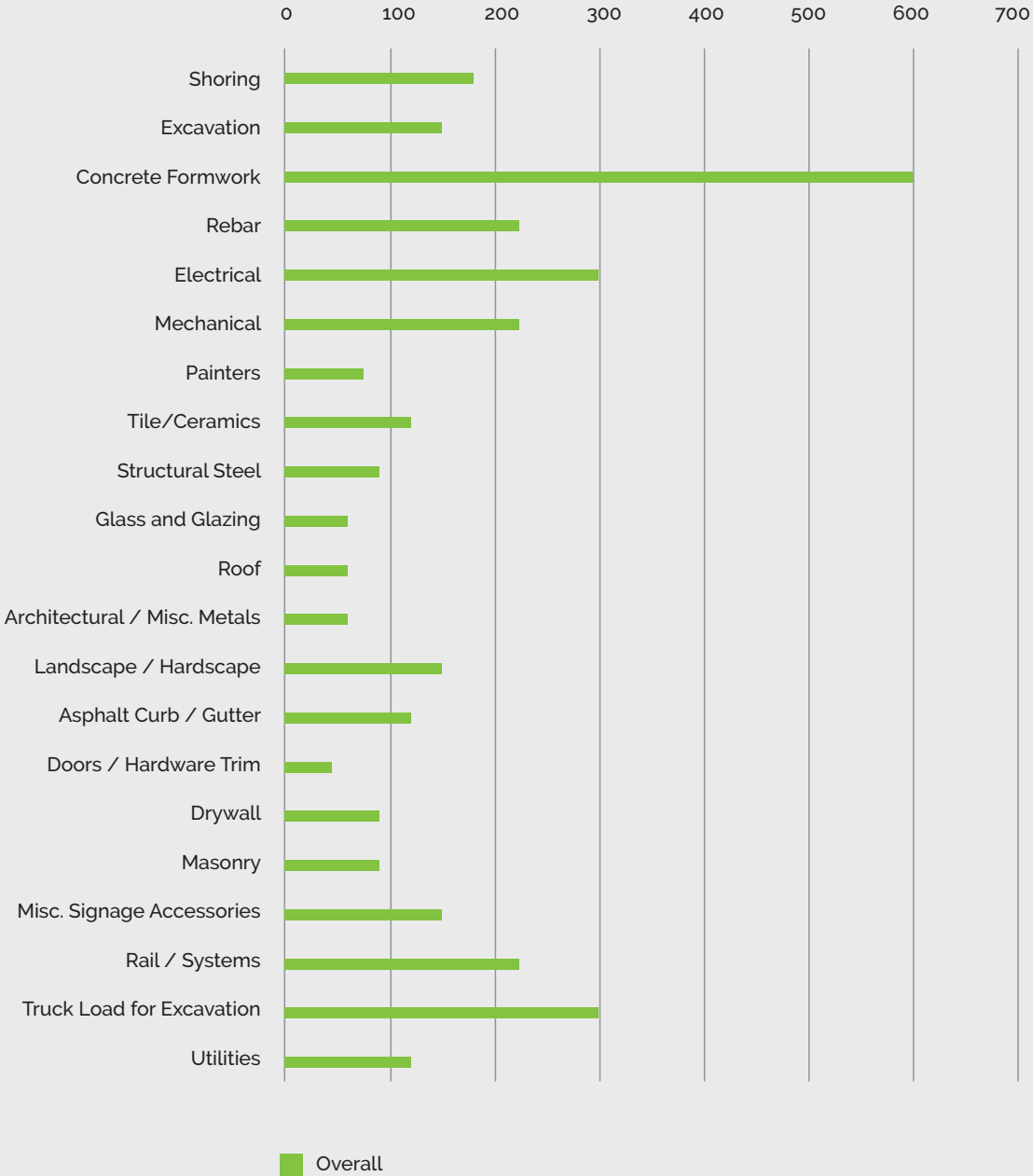


**Schedule subject to change

PROJECT TRADES PROJECTION AT PEAK TIMES

3500

Trade Workers



Overall



Need more information?

Eglinton Crosstown Apprenticeship Plan

info@crosslinxtransit.ca

Eglinton Crosstown LRT

www.thecrosstown.ca

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