



# COMMUNITY BENEFITS AND LIAISON PLAN

FOR

## EGLINTON CROSSTOWN LRT PROJECT

Prepared by:	Aaron GlynWilliams, Community Engagement Manager, CTS Constructors	
Reviewed by:	Kristin Jenkins Communications and Public Engagement Director, CTS Constructors	
Approved by:	Ron Aitken, DB Project Director, CTS Constructors	
	Name, Title	Signature/Date
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## DOCUMENT REVISIONS INDEX

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## 1.0 Introduction

Crosslinx Transit Solutions (CTS) was selected by Metrolinx and Infrastructure Ontario (HMOE) to design, build, finance, and maintain the Eglinton Crosstown Light Rail Transit (ECLRT) Project (Project). It runs 19 kilometres along Eglinton Avenue, from Mount Dennis in the west to Kennedy Station in the east, and will be integrated with existing infrastructure, transit systems and utilities. Preliminary investigative activities (early works) began in Fall 2015. Construction will begin in Spring 2016 and target substantial completion in Fall 2021.

The ECLRT represents the single largest transit investment in the history of the region. When in service, it will bring fast, reliable and comfortable transit to Toronto residents, integrate transit services and create thousands of professional, administrative and construction jobs.

In 2014, The Toronto Community Benefits Network (TCBN) and Metrolinx signed a historic Community Benefits Framework that commits to local hiring and social purchasing in the construction of new transit in Toronto. The Community Benefits Framework has been included as Appendix 1 (See Appendix 1). The TCBN is a network of residents, community groups and labour groups, formed to bring the Community Benefits approach to economic development in Toronto.

TCBN promotes inclusive and equitable economic development that delivers employment, career opportunities and neighbourhood improvement to historically disadvantaged and marginalized communities. TCBN works with communities across the GTA to ensure that the community benefits approach is adopted with all new developments.

CTS recognizes that this major infrastructure investment should also provide benefits for the communities in which it works, including employment, training, apprenticeship, local supplier, and social procurement opportunities where possible.

The Project Agreement (PA) requires that CTS submit a draft Community Benefits and Liaison Plan (the Plan) that sets out its approach to providing community liaison to the communities impacted by design and construction and the events it plans to undertake to enhance community awareness of employment opportunities and opportunities for the provision of goods and services to HMOE for review and approval. The PA also requires CTS to include in the Plan:

- I. An overview of CTS' planned initiatives to enhance community awareness of employment opportunities that are available as a result of the Project;
- II. Plans to liaise and partner with local workforce agencies;
- III. CTS planned events to disseminate information about employment opportunities that are available to local workforces;
- IV. CTS' plans to disseminate information about goods and services that will be required for the Project from the community in the vicinity of the Project and supplier opportunities that exist;

- V. The identification of the CTS Community Benefits team whose role it will be to liaise with local community groups during the Works.

The Plan will include initiatives to support four separate streams: Apprenticeship; Employment, Training and Workforce Development; Social Enterprise and Social Procurement; and Community Improvements.

CTS will partner with local workforce development agencies and community organizations in the City of Toronto to support the Community Benefits and Liaison Plan and establish tools, policies and protocols to deliver on its objectives. CTS' goal is to ensure communities, residents, businesses, and industries within the Eglinton Corridor, including Neighbourhood Improvement Areas south of the 401, will receive tangible social and economic benefits from the Project.

CTS shall implement the approved plan and provide a quarterly report to HMQE on the implementation of the Community Benefits and Liaison Plan.

## 1.1 Background

In December 2013, Metrolinx and Infrastructure Ontario released a request for proposals to the consortia pre-qualified to deliver the balance of the Crosstown project, an integrated system consisting of stations, track works, signaling, communications and other required infrastructure. The RFP required interested bidders to submit as part of their bid proposals, plans for increasing apprenticeship training on the Crosstown, providing significant opportunities for local companies, and ensuring design excellence and community benefits.

Later in the planning process, Metrolinx also established a Community Benefits Framework for the Crosstown and incorporated a community benefits program as part of the Eglinton Crosstown LRT line project.

That Community Benefits Framework was developed in 2014 and signed by Metrolinx and the Toronto Community Benefits Network (TCBN) to support the concept of building Community Benefit Agreements (CBAs) into major infrastructure projects. This was the first time a Community Benefits framework was included as part of a major infrastructure project in Ontario. The TCBN has been successful in its efforts to get community benefits included in the Ontario Infrastructure for Jobs and Prosperity Act (Bill 6). The approved legislation provides a planning and implementation framework for public investment in infrastructure.

The purpose of this Act is to establish mechanisms to encourage principled, evidence-based and strategic long-term infrastructure planning that supports job creation and training opportunities, economic growth and protection of the environment, and incorporate design excellence into infrastructure planning. Bill 6 includes the requirement that an apprenticeship plan be provided by private sector partners bidding for the construction or maintenance of an infrastructure asset.

The TCBN has adopted five guiding principles, they are included below.

1. Provide equitable economic opportunities that promote economic inclusion for all Toronto residents;
2. Contribute to the integration of skilled newcomers into Professional, Administrative and Technical jobs;
3. Support social enterprises and other related vehicles to economic inclusion through commitments to social procurement;
4. Contribute to neighbourhood and environmental improvements through building new transit infrastructure;
5. Ensure clear commitments and accountability from all parties to deliver.

CTS recognizes that public infrastructure planning and investment should promote economic competitiveness, productivity, job creation and training opportunities for local communities. We expect heightened media and stakeholder interests in CTS' progress on implementing Community Benefits programs and initiatives on the Crosstown and recognize that HMQE as well as CTS will be called on to demonstrate the effectiveness of the first Community Benefits framework on a Canadian infrastructure project.

## 1.2 Governing Protocols and Complementary Plans

In addition to this Community Benefits and Liaison Plan, several other complementary plans also form part of CTS' deliverables, including:

- Communications Protocol
- Construction Communications Plan
- Apprenticeship Plan
- Community Engagement and Stakeholder Relations Plan

A Community Benefits Working Group (CBWG) has been established to jointly implement the plans mentioned above. The CBWG is comprised of representatives of Metrolinx, MTCU, Toronto Community Benefits Network, and CTS. The CBWG meets regularly to provide performance accountability, review activities, plans, and initiatives as part of the Community Benefits Framework signed between Metrolinx and the TCBN.

In addition, CTS encourages cross-functional teams in the People and Culture (otherwise known as Human Resources), Procurement, and Communications departments to work together to plan, develop, and implement strategies that will support its ability to achieve the requirements of Section 20.15 of the Project Agreement. CTS cross-functional team is referred to as the Community Benefits Team in the Plan.

## 2.0 CTS Community Benefits Team

### 2.1 CTS Roles and Responsibilities Table

The following table provides Metrolinx and IO with 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		
<b>Kristin Jenkins</b>	Communications and Public Engagement Director	Reports functionally to the Design-Build Director. Oversees strategic implementation of Community Benefits Plan and ensures integration across CTS communications as appropriate. Leads all CTS communication and engagement issues management. Has a primary interface with the Metrolinx's Communications and Community Relations Director. Leads and supports issues management/crisis communications and provides media relations support. Media-trained.
<b>Aaron GlynWilliams</b>	Community Engagement Manager	Reports to the Communications and 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 Plan. Primary interface with Metrolinx's Community Relations Manager and Community Benefits staff, as well as other key stakeholders. Leads CTS CBWG member participation and action items. Attends all relevant coordination meetings/committees and community meetings. Provides media relations support. Media-trained.
<b>Paulette den Elzen</b>	Strategic Communications Manager	Reports to the Communications and Public Engagement Director. Leads the development and implementation of the Construction Communications Plan and is acting lead for interfacing with HMQUE's communications and community engagement leads. 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.
<b>Patience Adamu</b>	Community Benefits Liaison Officer	Reports to the Community Engagement Manager. Attends CBWG, 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 interface with Metrolinx's Community Benefits Specialist and Liaisons, as well as primary point of contact for local organizations supporting Community Benefits Initiatives. Supports CTS CBWG member participation and action items. Attends all



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		relevant coordination meetings/committees and community meetings. Maintains records and databases and prepares quarterly reports associated with the project. Hosts/attends meetings/events along the corridor. Media-oriented.
<b>Denisa Leiba</b>	People and Culture Director	Reports to the Design-Build Director. Liaises with all staffing (unionized and non-union) divisions and project management team to support integration of community benefits initiatives across the organization. Supports engagement with local workforce agencies, candidate referral pipeline, attends events, and helps plan training and skills development initiatives. Media-oriented.
<b>Natalie De Rose / Chris Onorato / Andrew Meiboom</b>	People & Culture Team	Reports to the People and Culture Director. Supports community benefits initiatives in the area of employment, training, and skill development. Liaises and provides feedback to local workforce agencies on candidate referral pipeline. Supports engagement with local workforce agencies, candidate referral pipeline, attends events, and helps plan training and skill development initiatives.
<b>Mark Scherer</b>	Procurement Advisor	Reports to Design-Build 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 exists.
<b>Lorraine Zolper</b>	Executive Assistant	Reports to the Commercial Director. Supports the development of social enterprise and social procurement initiatives, as well as local businesses along the Crosstown corridor. Works with Community Benefits Officer to ensure accurate tracking and reporting of social and local procurement efforts. Assists in supporting events.

## 3.0 Community Benefits and Liaison Program - Approach

### 3.1 Guiding Principles

In undertaking the Project, CTS has endeavoured to align itself with the five objectives of the Toronto Community Benefits Network (TCBN), namely:

1. Provide equitable economic opportunities that promote economic inclusion for all Toronto residents;
2. Contribute to the integration of skilled newcomers into Professional, Administrative and Technical Jobs;
3. Support social enterprises and other related vehicles to economic inclusion through commitments to social procurement;
4. Contribute to neighbourhood and environmental improvements through building new transit infrastructure;
5. Ensure clear commitments and accountability from all parties to deliver.

### 3.2 Strategic Approach

The Community Benefits and Liaison Plan identifies strategies that CTS will apply to liaise with communities affected by the work and to plan and execute events that will improve the affected community's awareness of job opportunities and opportunities to provide goods and services to the Project. The following strategies will ensure our effectiveness in meeting the objectives of this plan.

#### **Support and Collaborate with Metrolinx/IO**

Ensure close collaboration between CTS and Metrolinx/IO on all Community Benefits initiatives by participating in CBWG meetings, briefings and conference calls, public meetings and events, and supporting the development of joint-initiatives, community engagement materials and events. CTS acknowledges that decision-making authority rests with Metrolinx/IO.

#### **Coordinate with members of the Community Benefits Working Group (CBWG)**

The CBWG is comprised of representatives from Metrolinx, the Toronto Community Benefits Network (TCBN), and CTS. The CBWG meets regularly to review activities, plans and initiatives as part of the Community Benefits Framework signed between Metrolinx and TCBN. CTS will ensure that activities, plans and initiatives will be brought to the CBWG for review and refinement. CTS will leverage the existing relationships of CBWG members when working in the community.

#### **Create a model for a successful Community Benefits Agreement (CBA)**

CTS recognizes the historic and precedent setting nature of the Community Benefits Agreement between Metrolinx and the Toronto Community Benefits Network. We take the responsibility of partnering on the Province of Ontario's first CBA seriously. Through our

programs and initiatives CTS will seek to create a model of success for future projects. Program outlines, evaluations, and associated materials will be made available to Metrolinx for future use.

### **Ensure Alignment across CTS Communications**

Ensure that CTS' specific Community Benefits plans and initiatives are aligned with the Project's Construction Communications Plan (which also includes the Traffic and Transit Communications Plan), Apprenticeship Plan, and Community Engagement and Stakeholder Relations Plan. CTS will seek to include and promote our commitments to the CBA throughout our communications.

### **Leverage Community Service Agencies and Local Champions**

CTS recognizes that the Crosstown's Community Benefits Program is the result of years of work and advocacy by local community organizations and leaders. CTS will support, wherever appropriate, ongoing initiatives to improve and refine Metrolinx's Community Benefits Framework. CTS will also ensure that specific programs and initiatives that are in its Community Benefits and Liaison Plan are delivered in partnership with as many local workforce development agencies and community organizations as possible.

### **Support local businesses and youth facing barriers to employment**

CTS will seek to maximize procurement and business opportunities to businesses located along the Project corridor. Initiatives to support and maximize business opportunities with social enterprises will also include local businesses throughout the Greater Toronto Area. CTS will also ensure that training and workforce development initiatives focus and consider youth facing barriers to employment.

### **Ensure Inclusion of Neighbourhood Improvement Areas along the corridor and beyond**

Programs and initiatives in the Community Benefits and Liaison Plan will be delivered across the City of Toronto. However, CTS recognizes the unique employment barriers facing Neighbourhood Improvement Areas, a number of which are in the direct vicinity of the Eglinton corridor (see Figure 1):

- **Weston/ Mt. Dennis:** Weston, Mount Dennis, Beechborough-Greenbrook, Rockcliffe-Smythe, Keelestdale-Eglinton West, Weston-Pellam Park NIAs
- **Thorncliffe / Flemingdon Park:** Thorncliffe Park, Flemingdon Park, Victoria Village NIAs
- **Ionview / Eglinton East:** Ionview, Kennedy Park, Eglinton East NIAs

These communities, along with other NIAs in the City of Toronto, will be a priority for engagement in the community benefits program.

CTS will work with the TCBN, and other stakeholders to identify and map employment, youth, and newcomer settlement agencies serving these communities. All of CTS' employment, training and workforce development initiatives will include outreach to each of the NIAs located south of the 401, in partnership with local organizations.

## Ensure Clear and Frequent Communication

CTS will provide HMQE a quarterly report on the implementation of the Community Benefits and Liaison Plan, which report shall include detailed information on CTS's success in implementing the Community Benefits and Liaison Plan.

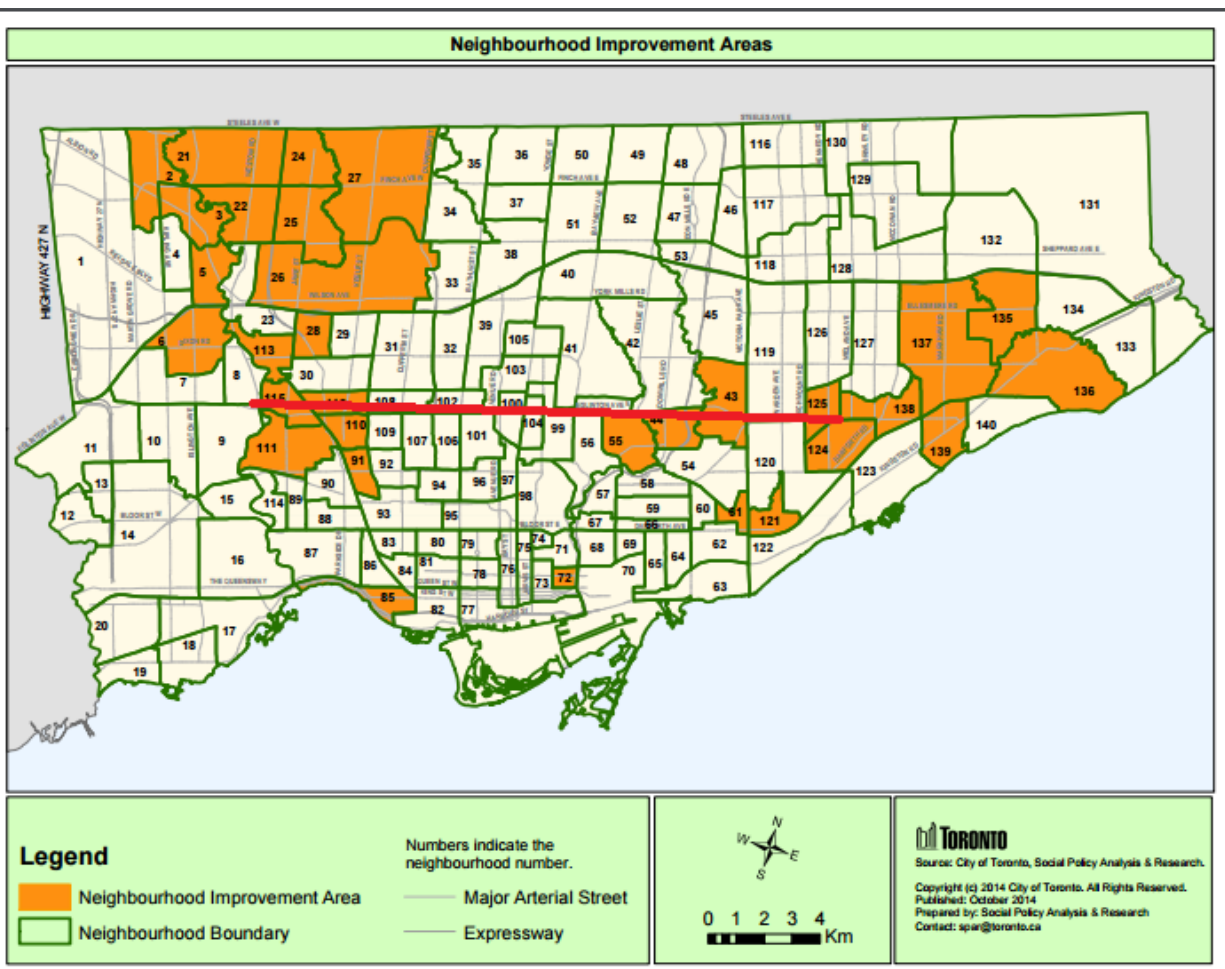


Figure 1: NIA map of Toronto for targeted outreach.

## 3.3 Objectives

- Provide community liaison to the communities impacted by design and construction of the Eglinton Crosstown.
- Plan, organize and host events to enhance community awareness of employment opportunities and opportunities for the provision of goods and services.
- Retain and develop meaningful engagement with stakeholders.

## 3.4 Stakeholders

The following section outlines a high-level approach by stakeholder group, which will be further developed within proposed Community Benefits initiatives. The Community Benefits Working Group (CBWG) will be the main table through which CTS Community Benefits

initiatives are reviewed and discussed. Additional stakeholders will be identified and partnered with in close collaboration with CBWG members.

### **Toronto Community Benefits Network (TCBN)**

A member of the Community Benefits Working Group, the coordination and refinement support of the TCBN will be sought across all of CTS Community Benefits initiatives, as applicable.

The TCBN initiated five working groups that have been working to gain access to training, jobs, commercial opportunities, neighbourhood improvements and to ensure that commitments made by all parties are clear. They build and exchange knowledge on best practices in the world of community benefits. The following working groups are all contributing to the successful implementation of the Community Benefits Program:

1. Construction Trades and Apprenticeship Jobs working group;
2. Professional, Administrative and Technical Jobs working group;
3. Social Enterprise working group;
4. Neighbourhood and Environment working group and;
5. Clear Commitments and Accountability working group.

Each of these working groups act as umbrella organs for all applicable work under the Framework. The TCBN working group membership is open to any community organization, labour organization and workforce development agency in the City of Toronto and to Metrolinx, MTCU and CTS.

We also recognize the TCBN's critical role in developing a database of candidates resulting from the Labour Market Partnership funded by MTCU. These candidates are community members who indicated interest in employment opportunities with the Project. CTS will leverage TCBN networks and resources in its initiatives as applicable.

### **Employment Ontario Agencies**

The MTCU oversees the Employment Ontario Employment Service. Employment Ontario has a mandate is to get Ontarians job ready and connected to an employer. Employment Ontario funds several workforce development agencies that provide job placement, training and skill development support in local communities throughout the City of Toronto. Employment Ontario offices will be critical partners to CTS Community Benefits initiatives as a source of candidate referral and recommendation for CTS employment opportunities as well as partners for CTS training and skill development initiatives and workshops.

### **Consortium of Agencies Serving Internationally-trained Persons (CASIP)**

The Consortium of Agencies Serving Internationally-trained Persons (CASIP) is supported by Citizenship and Immigration Canada as well as Employment Ontario agencies. CASIP is a consortium of independent, community-based agencies and colleges who deliver employment and training services to skilled immigrant job seekers and to employers. CASIP's collective experience in this setting gives CTS the confidence to design and deliver relevant programs for new Canadians.

### **City of Toronto – Employment and Social Services (TESS)**

TESS provides access to social assistance and reintegration to residents of the City of Toronto. Currently they serve a network of over 16,000 job seekers through their 19 centres in the City of Toronto. Employment and Social Services will be critical partners to CTS Community Benefits initiatives as a source of candidate referral for CTS employment opportunities as well as partners for CTS training and skill development initiatives and workshops.

### Community Organizations located in NIAs south of the 401

CTS will work closely with Metrolinx, the TCBN, and the United Way to map community service agencies located within NIAs, particularly those serving communities located south of highway 401. Community service agencies include organizations that provide support, training, settlement services for youth, historically disadvantaged groups, community health, seniors, newcomers, etc.

Community service agencies will be leveraged to promote CTS' community benefits initiatives, as a source of candidate referral, partners in CTS training and skill development initiatives and workshops, as well as partners for other marquee initiatives such as: CTS CareerStart, CTS Builds Communities!, community artwork initiatives, etc.

## 3.5 Tactics

The Community Benefits and Liaison Plan identifies initiatives and strategies that CTS will apply to liaise with communities affected by the work and to plan and execute events that will improve the affected community's awareness of job opportunities and opportunities to provide goods and services to CTS. The following provides a summary of the tactics CTS will use to deliver on our Community Benefits objectives. Tactics listed below are further explained in section 4.0 of the Community Benefits and Liaison Plan.

Employment, Training and Workforce Development	
<b>Participate in and support Construction Pathway Implementation Committee chaired by the United Way of Toronto and York Region and MTCU</b>	Commences February, 2016 / ongoing
<b>Attend and present at planning meeting of local workforce agency networks</b>	Ongoing
<b>Quarterly updates of upcoming CTS employment needs to local workforce agency</b>	Quarterly
<b>HR Team to support community candidate referral pipeline</b>	Ongoing
<b>Skills development workshops / mentorship in partnership with local workforce agencies</b>	six (6) workshops/mentorship sessions annually
<b>Identify eight CTS subject matter experts to support 'Transit in Your Community' school engagement program</b>	Commences September, 2016 / ongoing # of school visits determined in partnership with Metrolinx/TDSB



<b>CTS CareerStart Program to provide CTS employment opportunities to youth facing barriers</b>	Annually / delivered in partnership with the United Way's CareerNavigator™
<b>Develop personal interest stories of individuals who have benefitted from CTS Community Benefits opportunities</b>	Provided as part of CTS Media toolkit
<b>Social Enterprises and Social Procurement</b>	
<b>Quarterly updates of upcoming CTS procurement needs to Social Purchasing Project</b>	Quarterly
<b>Maintain pre-qualified list of social enterprises provided by Social Purchasing Project</b>	Ongoing
<b>Maintain procurement policies and processes that reflect Community Benefits obligations (e.g. purchase requisitions, agreements with subcontractors)</b>	Ongoing
<b>Host a workshop in partnership with Social Purchasing Project, to provide social enterprises information about CTS procurement opportunities and bidding process</b>	Two workshops annually / delivered in partnership with Social Purchasing Project
<b>Information session to provide individuals, local and small business owners, vendors, suppliers and other Works-related contacts with opportunities to become involved in or benefit from the Project</b>	Annually / delivered in parallel with public information centres
<b>Staff orientation on CTS Community Benefits obligations under the PA</b>	Ongoing
<b>Community Improvements</b>	
<b>CTS staff to participate in volunteer initiatives that support the local community</b>	Minimum of two (2) events, representing 240 hours of community service, annually
<b>Maximize opportunities for community artwork on CTS Project signage</b>	Ongoing
<b>Leverage Project consultation and engagement meetings to build awareness of and promote CTS Community Benefits Plan</b>	Ongoing

### 3.6 Media Relations Support

We understand the existing Project media relations protocols with Metrolinx and IO, which are outlined in our Communications Protocol. CTS is in a media relations support role regardless of the subject matter/issue. Staff will be available to respond quickly to Metrolinx and IO, and will be reasonably available to support media tours and events when requested.

Media support includes media monitoring and proactive media relations support for initiatives under the Community Benefits and Liaison Plan. CTS Strategic Communications Manager will work with the Community Benefits team to ensure tailored media outreach to local, community based, and ethnic media. CTS will coordinate media support for Community Benefits initiatives in close collaboration with Metrolinx.

CTS will include an overview of the Community Benefits Agreement and associated initiatives within a Media Relations Digital Tool Kit, which Metrolinx and IO can upload on the News and Media section of their website(s).

## 4.0 Community Benefits and Liaison Program - Initiatives

### 4.1 Employment, Training and Workforce Development

Hiring a diverse workforce is important to CTS. The CTS Community Benefits Plan will seek to provide equitable opportunities that promote economic inclusion for all Toronto residents, particularly equity-seeking groups, as well as contribute to the development of a system of training and workforce development programs that can be inclusive and intentional in its outcomes.

Connecting diverse communities and, in particular, youth facing barriers to employment to apprenticeship and employment opportunities with the Project is a key goal for CTS. Below we outline a variety of initiatives that will enable CTS to achieve this goal. Individual initiatives will be further refined in close collaboration with the CBWG and local agencies.

#### 4.1.1 Supporting CTS Apprenticeship Plan and Construction Pathway

The CTS Community Benefits Plan will be coordinated with and support the objectives of the CTS Apprenticeship Plan.

CTS Apprenticeship Plan will focus on two separate streams: Subcontractors, and direct-hire CTS Construction labour, which are outlined within the CTS Apprenticeship Plan and will be supported through various Community Benefits initiatives and by leveraging partnerships with unions to promote apprenticeship opportunities. CTS' Community Benefits and Liaison Officer will work closely with the People and Culture and Procurement teams to track and implement efforts related to the CTS Apprenticeship Plan.

CTS recognizes that there is currently no single apprenticeship pathway for the construction industry and this represents a barrier to success. The varied and disparate nature of apprenticeship programs within respective trades adds complexity to delivering and tracking a unified strategy.

CTS has reviewed the findings of the Labour Market Partnership-MTCU funded United Way administered 'On Track to Opportunities: Linking Transit Development to Community Employment and Training' report. As the private sector partner to implementation, CTS will support and participate in an implementation committee led by the United Way of Toronto and York Region, the Atkinson Foundation, and the Metcalf Foundation, that will provide strategic direction for the development and implementation of the second stage of the



workforce development pathway for construction-related jobs in Toronto, which will support the implementation of the Metrolinx Community Benefits Framework. We look forward to joining all key partners around the design and implementation of this pathway. An Executive Summary of the United Way Report is included as Appendix 2. (See Appendix 2)

#### 4.1.2 Working with Local Workforce Agencies

CTS will use a variety of methods across the Project to partner with and keep local workforce agencies informed of CTS employment opportunities and initiatives. CTS will work across all workforce agency networks including TCBN member agencies, City of Toronto Employment and Social Services, Employment Ontario agencies, and Consortium of Agencies Serving Internationally-trained Persons (CASIP).

CTS will reach out to as many local workforce agencies as possible by leveraging existing networks of the TCBN, United Way, City of Toronto Employment and Social Services, Employment Ontario, and CASIP. CTS Community Benefits Team members will attend regular planning and coordination meetings of these agencies to provide quarterly updates on employment opportunities at CTS and build partnerships. CTS will adapt its approach depending on the nature and capacity of the respective agency, however, three main channels will be leveraged to support a pipeline for candidate referrals from these organizations. An example of the individual follow-up and approach with workforce agencies is included as Appendix 3.

CTS is committed to maximizing opportunities to work with local workforce agencies and develop meaningful initiatives that enhance employment opportunities for local and diverse residents. Efforts to reach out and engage with local workforce agencies will be ongoing to ensure as many partners as possible are aware of CTS employment opportunities.

CTS will work with individual agencies to identify appropriate candidate pools for relevant positions. CTS will provide a quarter by quarter view of employment needs by functional areas to local workforce agencies. Agencies will be able to identify potential candidates for the roles, at their own determination; they may simply refer a candidate to CTS, or make a recommendation. CTS has outlined three main channels to direct and track applicants from local workforce agencies; Self-Directed, Agency Referrals, and Agency Recommendations.

**SELF-DIRECTED:** An individual attends an event or engagement delivered by CTS or a local workforce agency and hears about employment opportunities available at CTS. Candidate applies using CTS online portal (<https://careers-crosslinx.icims.com/>), identifies using ICIMS identifier.

**AGENCY REFERRAL:** An existing client of a local workforce agency is referred to CTS portal as a potential source of employment opportunities. Minimum screening is done by the agency and the candidate is not currently matched with a specific opening at CTS. Candidate applies on CTS online portal (<https://careers-crosslinx.icims.com/>), identifies using ICIMS identifier.

**AGENCY RECOMMENDATION:** An existing client of a local workforce agency is strongly suited to a current opening at CTS. The client has been screened by the agency and meets the skills requirements of the role. Candidate applies on CTS online portal (<https://careers-crosslinx.icims.com/>), identifies using ICIMS identifier. Agency representative sends candidate application with recommendation using unique email account for local agency recommendations ([ctsjobs@crosslinxtransit.ca](mailto:ctsjobs@crosslinxtransit.ca)). Agency networks are encouraged to integrate their efforts and identify lead representatives from whom agency recommendations will be received.

Candidates recommended by an agency and submitted through that email will be reviewed and screened by a CTS HR representative for the role, and CTS will commit to providing individual feedback to the agency and the candidate. A graph of CTS candidate referral pipeline for local workforce agencies is included as Figure 2.

The numbers of candidates applying using an identifier from these agencies, through our CTS email account, and those successful in receiving offers of employment will be reported on a quarterly basis to HMQE.

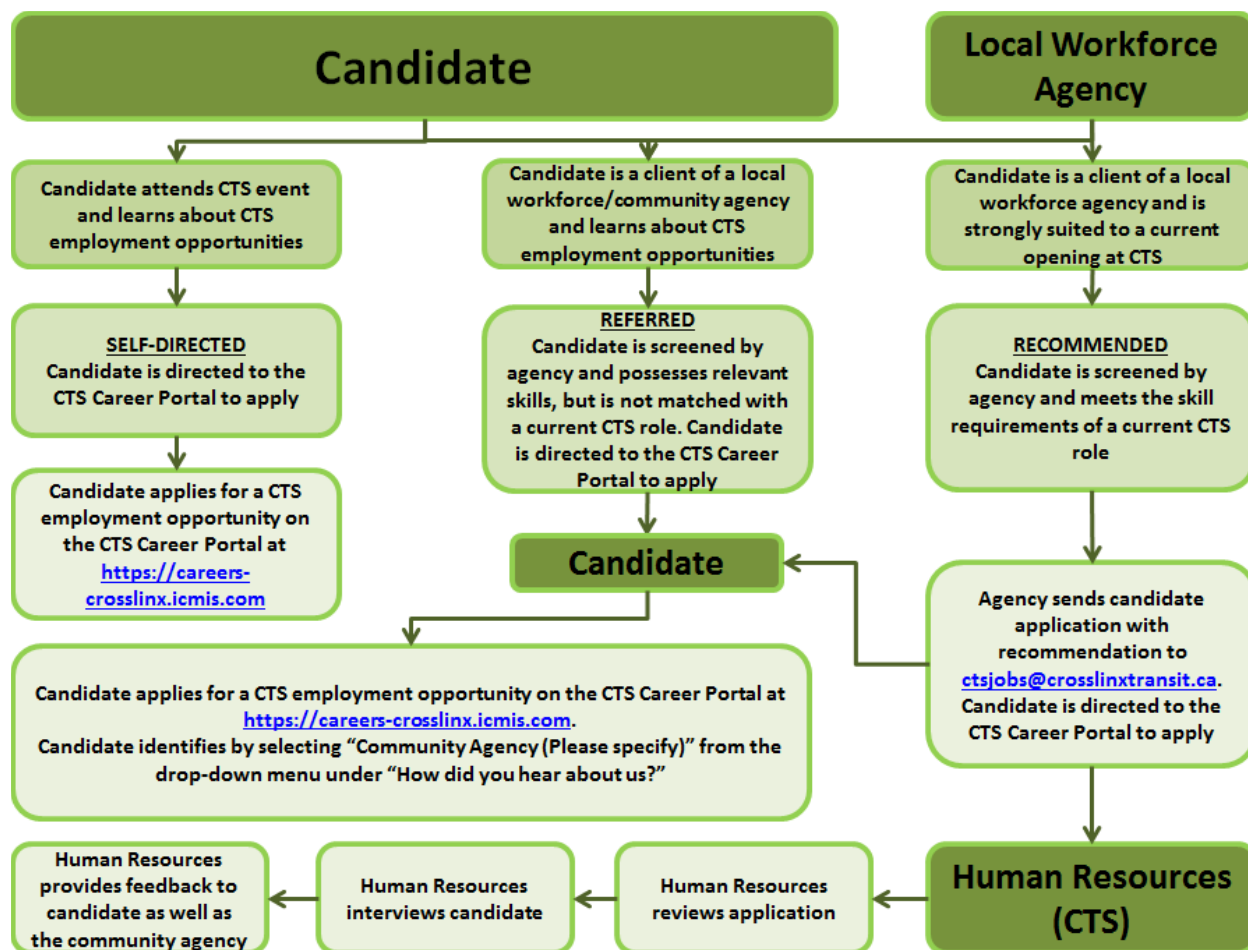


Figure 2: CTS candidate referral pipeline for local workforce agencies

### 4.1.3 Skill Development Workshops with Local Agencies

In addition to partnering with local employment agencies on upcoming job opportunities at CTS, CTS will also seek to develop and support skills workshops in partnership with these agencies.

CTS will make subject matter experts available to assist with these workshops from the following functional areas;

- People & Culture
- Finance
- Project Management
- Quality
- Environmental
- Health & Safety
- Field
- Communications
- Procurement

Workshops will be developed in partnership with the CBWG and local employment agencies and could cover a number of following areas;

- Resume building
- Transferring/marketing your international experience
- Construction industry 101
- Mentorship from CTS Subject Matter Experts
- Etc.

CTS will ensure that workshops are delivered, in partnership with local agencies, within each of the three targeted NIA clusters. An example of skills development workshop between ACCES Employment and subject matter experts from a private sector partner is included as Appendix 4 to serve as a possible template for CTS workshops. (See Appendix 4)

### 4.1.4 CTS School Engagement Program

CTS has committed to engaging youth in the Project through the development of a school engagement program. To satisfy this commitment, and in order to be complimentary and avoid duplication of efforts, CTS commits to supporting Metrolinx's 'Transit in Your Community' program with the Toronto District School Board (TDSB).

CTS will identify up to eight subject matter experts who will act as guest speakers in the Transit in Your Community Program. Guest speakers will be identified to support specific program modules currently in development by Metrolinx and the TDSB. All guest speakers will be subject to vulnerable persons screening in advance of participating in the program.

CTS will also work in partnership with Metrolinx and the CBWG to discuss the possibility of developing a program for college students to promote the career opportunities in the transit development sector. This would include a debrief of the successes and learnings of the 'Transit in Your Community' program and how that may be adapted for the college environment.

#### 4.1.5 CTS CareerStart Program

CTS is committed to offering meaningful employment opportunities to diverse youth currently facing barriers to employment and living in communities along the Project corridor. As part of this commitment, CTS will identify a number of entry-level positions within CTS that could be open to these youth.

In March of 2016, the Community Benefits Liaison Officer and People & Culture Director will identify positions that could be available for these youth. These will include positions such as;

- Project Administrators
- Site support
- Co-Op placements
- Administrative support

Once the number and type of positions are identified, CTS will seek to partner with the United Way's CareerNavigator™ program to deliver this initiative.

CTS will work with the United Way to identify wraparound supports for these candidates; including relevant training that can be delivered in advance of their start date, and evaluation criteria to solicit feedback from the candidates and identify success. CTS will seek to have the CareerNavigator™ program leverage the employment database developed during the TCBN's recruitment drives to identify potential candidates. Candidates recommended by agencies serving the NIAs south of highway 401 will be given preference to take part in this exciting and transformational opportunity.

#### 4.2 Social Enterprises and Social Procurement

The CTS Community Benefits Plan will seek to support social enterprises and other related vehicles to economic inclusion through commitments to social procurement, as well as contribute to neighbourhood improvements through building new transit infrastructure.

CTS is committed to maximizing business and procurement opportunities for social enterprises and businesses located along the corridor. A variety of policy tools and partnerships will be pursued to deliver on these goals.

CTS will work closely with HMQE and the United Way's Social Purchasing Project to help inform and refine our initiatives in this regard.

The CTS online portal will be the main vehicle to track local contractors, vendors, social enterprise groups and agencies interested in CTS procurement opportunities. When interested vendors register on the portal, they will indicate what category they fall under using an ICIMS identifier. The number of types of businesses registered in CTS online portal will be updated in the Community Benefits Quarterly Report submitted to HMQE.

#### 4.2.1 Partnership with the United Way's Social Purchasing Project

CTS intends to partner with the United Way's Social Purchasing Project (SPP)—a joint initiative of United Toronto and York Region, the Government of Ontario and the Government of Canada—to support our community benefits initiatives concentrated on procurement opportunities with social enterprises, in order to match qualified social enterprises with our procurement needs. This will allow Social Purchasing Project to continue its work facilitating capacity building amongst social enterprises, and ensuring consistent criteria to qualify as social enterprises. It will provide a one-window approach for CTS to identify potential social enterprise partners.

To support this partnership, CTS will provide quarterly updates to Social Purchasing Project on its procurement needs. Social Purchasing Project will work to identify and pre-qualify social enterprises in the marketplace that can support CTS' procurement needs. A current list of pre-qualified social enterprises provided by Social Purchasing Project to CTS is included as Appendix 5. (See Appendix 5)

CTS will make the pre-qualified list of social enterprises available on an internal network, and send regular updates to senior staff of any changes to the list and a reminder of our commitments to maximizing these opportunities. A copy of email communication between CTS Commercial Director and Social Purchasing Project outlining upcoming procurement needs included as Appendix 6. (See Appendix 6)

CTS Community Benefits Team will also work with Social Purchasing Project representatives to develop and deliver training and orientation to CTS staff on the benefits and our commitments to do business with social enterprises. CTS will also support the Social Purchasing Project in building capacity and awareness of CTS procurement opportunities and community benefits commitments.

CTS will support up to two workshops annually, delivered in partnership with Social Purchasing Project, to provide the unique opportunity for social enterprises to learn about CTS procurement opportunities and bidding process, as well as learn from subject matter experts within CTS' procurement team.

#### 4.2.2 CTS Business Opportunities and Information Sessions

CTS will host annual information sessions to provide individuals, small business owners, members of social enterprises, vendors, suppliers and other Works-related contacts with opportunities to become involved in or benefit from the Project.

These events will be designed to share information about CTS procurement process and discuss potential business opportunities with small business owners along the Project corridor, social enterprises, interested local contractors, vendors, suppliers and other Works-related participants.

These sessions will follow a similar model to the 'Crosstown Business Opportunities & Information Session' held on November 24, 2015. CTS will arrange follow-up meetings as appropriate. Events will provide opportunities for CTS staff and its partners to meet and foster mutually beneficial relationships with interested local contractors, vendors, social enterprise groups and agencies.

CTS will work closely with HMQE and the CBWG to design these sessions and will also ensure that these partners have available space at the venue to engage with the community. Where possible, these sessions will leverage existing community events delivered by CTS such as station/stop consultations and Public Information Centres. Session will provide unique opportunities for businesses to meet with representatives from CTS Procurement team.

Events will be promoted leveraging CBWG networks, suppliers who have registered on CTS online portal, and through a respective communications and marketing plan individual to the event. A detailed summary report will be provided following the event.

### 4.2.3 Ensure procurement policies and processes reflect Community Benefits Framework

CTS will use three main tactics to ensure our commitments under the Community Benefits Framework and Project Agreement are reflected in the procurement policies and procedures of the organization.

**Agreements with Subcontractors:** CTS will seek to include the following requirements related to Community Benefits Commitments in service agreements and subcontracts:

*Community Benefits and Apprenticeship Opportunities:*

*Subcontractor acknowledges that the Project may have a significant impact on the communities in which the Site is located during construction and agrees to use commercially reasonable efforts to:*

- a) minimize any negative impacts of the Subcontract Work on the local communities;*
- b) provide supply and employment opportunities to the local communities;*
- c) maximize apprenticeship opportunities in completing the Subcontract Work, including for youth facing barriers to employment, historically disadvantaged groups in local communities including low-income, racialized and immigrant populations, women, Indigenous peoples, and military veterans.*

*Subcontractor shall provide information to the Construction Contractor on a monthly basis detailing its activities in respect of this provision.*

**CTS Purchase Requisition:** CTS segment directors and site offices will submit a Purchase Requisition to CTS procurement team when services or supplies are needed on the work site. Staff submitting a Purchase Requisition will be asked to indicate whether:

- 1. The requestor has reviewed CTS' list of pre-qualified social enterprises, and
- 2. The requestor has verified whether a business along the ECLRT corridor could provide the required service.

The CTS Purchase Requisition has been included as Appendix 7. (See Appendix 7)



Purchase requisitions will be reviewed by the Procurement team and vetted against CTS pre-qualified list of social enterprises. CTS Procurement staff will also regularly vet Purchase Requisitions to identify businesses along the ECLRT corridor that may be able to provide the required services.

CTS Online portal will be used for local businesses to register and indicate their interest in CTS procurement opportunities. CTS will maintain a list of registered businesses along the ECLRT corridor coming through the online portal.

**CTS Staff Orientation:** As noted earlier, CTS will work with SPP to develop and deliver training materials to divisions within CTS to ensure all CTS staff are aware of our obligations under the PA related to community benefits, and outline the tools and resources available to assist. The Community Benefits Liaison Officer will work closely with Procurement and People and Culture teams to adapt and update training materials.

CTS will continue to leverage the expertise provided by Metrolinx, the Toronto Community Benefits Network and the United Way's Social Purchasing Project to adapt, strengthen and improve our procurement process to maximize procurement opportunities with social enterprises and local businesses.

### 4.3 Community Improvements

The CTS Community Benefits program will include initiatives designed to support and improve the communities along the Project corridor, particularly within the three targeted NIA clusters. CTS will seek to provide equitable economic opportunities that promote economic inclusion for all Toronto residents, as well as contribute to the development of a system of training and workforce development programs that can enable economic inclusion.

Connecting communities and, in particular, youth facing barriers to employment to apprenticeship and employment opportunities with the Project is a key goal for CTS. Below we outline a variety of initiatives that will enable CTS to meet this goal. Individual initiatives will be further refined in close collaboration with the CBWG and local agencies.

#### 4.3.1 CTS in the Community

CTS will strive to maximize opportunities to include tangible benefits and engagement opportunities with communities along the Project corridor. The benefits of the Project to local communities will extend beyond employment and business opportunities. Initiatives may be suggested or led by a member organization of the Community Benefits or other community stakeholder. We will seek to collaborate and partner on initiatives that support these organizations. Initiatives as part of CTS' commitment to delivering neighbourhood improvements may include; opportunities for CTS staff to volunteer on community building projects, a commitment to community artwork on CTS construction signage and hoarding, and support for local community events.

**CTS Builds Communities!:** CTS Community Benefits Liaison Officer will work with the People and Culture Team to plan two community volunteer initiatives for CTS staff annually,

representing 240 hours of community service. CTS will support opportunities in communities along the corridor that;

- Improves parkland / environmental stewardship
- Supports local community events
- Promotes social and economic inclusion

At least one of these opportunities annually will be located within CTS' three targeted NIA clusters. They may include; community clean ups, social housing builds, food drives, and supporting existing community celebrations.

**Community Artwork:** CTS Community Engagement Manager will work closely with the Strategic Communications Manager and other divisions to identify opportunities for community artwork on CTS construction signage and hoarding. CTS will leverage existing programs delivered by Metrolinx to solicit artwork submissions from the local community. CTS will provide a list of signage/hoarding opportunities for community artwork for HMQE review and discussion by April, 2016, as per the 2016 Initial Community Benefits Work Plan (See Appendix 8).

#### 4.3.1 CTS Community Engagement

CTS Community Engagement and Stakeholder Relations Plan will be supported through a variety of Community Benefits initiatives. In Section 4.8 of the CTS Community Engagement and Stakeholder Relations Plan we outline our commitment to community engagement and consultations on CTS construction activity, as well as station design.

CTS will ensure that its community engagement initiatives support and promote our commitments under the Community Benefits framework. Through extensive stakeholder mapping of CTS' three targeted NIA clusters, and with the support of Metrolinx and the CBWG, CTS will ensure community engagement meetings and consultations will take place within each of CTS' targeted NIA clusters. As noted in the Community Engagement & Stakeholder Relations Plan, CTS will work with HMQE to implement an approved engagement approach and meeting pattern. CTS will not conduct public consultations without the approval of Metrolinx.

### 5.0 Community Benefits Program – Work Plan

Community Benefits programs and initiatives, as outlined in this Plan, will be further developed and refined in partnership with the CBWG and local agencies. In order to align and coordinate our activities, CTS will provide an annual work plan to the CBWG. Initial 2016 Community Benefits Work Plan included as Appendix 8. The Work Plan will be discussed with the Community Benefits Working Group and updated as necessary.



## 6.0 Tracking and Monitoring

In accordance with the PA, CTS will provide a quarterly report on its Community Benefits initiatives. CTS anticipates that the report will include:


- Number of job applications/referrals received through community agencies, and positions filled by those candidates
- Description/debrief of events held with local workforce agencies, social enterprises, and local businesses
- Summary of partnerships/events held within three targeted NIA clusters
- Updates on key initiatives pursued as part of the Community Benefits Program, such as CTS CareerStart, Transit in Your Community or CTS Builds Communities!
- Number of Social/Local enterprises registered in CTS online portal using ICIMS
- Summary of CTS procurements with social enterprises and local businesses

Quarterly reports will be reviewed and discussed at the Community Benefits Working Group to inform future efforts.


## 7.0 Appendices

Appendix 1	TCBN/Metrolinx Community Benefits Framework
Appendix 2	Executive Summary – On Track to Opportunities
Appendix 3	CTS collaboration with City of Toronto Employment Services
Appendix 4	Example – CASIP Employment Workshop
Appendix 5	CTS pre-qualified list of social enterprises
Appendix 6	CTS Procurement Director and SPP communication
Appendix 7	CTS Purchase Requisition Form
Appendix 8	2016 Community Benefits Work Plan

## Appendix 1: TCBN/Metrolinx Community Benefits Framework



**METROLINX**  
An agency of the Government of Ontario  
Une agence du gouvernement de l'Ontario



### METROLINX COMMUNITY BENEFITS FRAMEWORK

Introduction

**Metrolinx**

Metrolinx, an agency of the Government of Ontario, was created in 2006 to improve the coordination and integration of all modes of transportation in the Greater Toronto and Hamilton Area (GTHA). Metrolinx is planning and building a transportation system that allows residents to travel across the region more quickly and efficiently, while enhancing the region's prosperity, sustainability and quality of life. Currently, \$16B of transit projects are underway across the GTHA, including; bus rapid transit in York Region and Mississauga, York-Spadina subway extension, light-rail in Toronto, an expanded and improved GO Transit system.


Metrolinx recognizes that its major infrastructure investments should also provide benefits for the communities in which it works, including employment, training, apprenticeship, local supplier and social procurement opportunities where possible. Metrolinx has therefore committed to include a community benefits program for the Toronto Transit Projects (defined as the LRT projects planned for Finch, Sheppard and Eglinton Avenues), beginning with the Eglinton Crosstown LRT line (the "Crosstown", or the "Project"). The Crosstown will run across Eglinton Avenue between Mount Dennis (Weston Road) and Kennedy Station. This 19-kilometre corridor will include a 10-kilometre underground portion, between Keele Street and Laird Drive.

The Crosstown will be delivered through an Alternative Financing and Procurement mechanism. A Request for Proposals has been issued and two qualified consortia are expected to bid on the project. Delivery of the community benefits program will ultimately be included as part of the final contract between Metrolinx, its procurement agent Infrastructure Ontario (IO) and the winning bidder ("ProjectCo") (jointly, the "Parties").

Principles

Metrolinx's approach to community benefits programs will be:

- a. **Inclusive**, offering a range of employment, training, and apprenticeship opportunities for historically disadvantaged communities and equity seeking groups, as well as encouraging the provision of goods and services from local suppliers and social enterprises.
- b. **Accessible**, ensuring that information about employment, training, apprenticeship, and procurement opportunities are made readily available to residents, businesses and social enterprises.
- c. **Transparent**, making the community benefits plan in the final agreement with ProjectCo public, and publishing quarterly reports on progress.
- d. **Collaborative**, by working together with community, labour, business, government, and other stakeholders to share information, resources and learnings, and maximize the impact of the program



97 Front Street West  
Toronto, Ontario, Canada M5J 1E6

97, rue Front Ouest  
Toronto, Ontario, Canada M5J 1E6

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#### Toronto Transit Projects: Roles and Responsibilities

The information below describes the general roles and responsibilities of the primary partners involved in the community benefits program. This has been developed for the Crosstown, and the partners, roles and responsibilities may vary for the other Toronto Transit projects.

##### **MetroInx**

As the owner of the Project, MetroInx is responsible for:

- a. ensuring that the community benefits commitments made by ProjectCo in the agreement between the Parties maximize employment, training and apprenticeship opportunities as well as opportunities for the provision of goods and services from local suppliers and social enterprises
- b. monitoring and enforcing the agreement with ProjectCo., including provisions respecting the community benefits program.
- c. hiring a dedicated liaison who will work with the various business units at MetroInx, ProjectCo, community partners and stakeholders to support the implementation of the community benefits program
- d. providing timely information about professional, administrative and technical employment opportunities at MetroInx to workforce development and community partners and stakeholders for dissemination to local communities and other target employment groups

##### **ProjectCo**

As the implementer of the Project, ProjectCo is responsible for:

- a. submitting a plan six months after financial close of the RFP which outlines its commitments to apprenticeships, employment and local procurement for review and approval by MetroInx. Once approved, this plan will form part of the project agreement.
- b. implementing the plan as approved unless any changes are made by mutual agreement with the other parties to the agreement (i.e. MetroInx and IO)
- c. including a community liaison person or team as part of its plan
- d. reporting on its activities on a regular basis.

##### **MTCU**

As a key government partner, the Ministry of Training, Colleges and Universities (MTCU) will play an important role in helping coordinate workforce training and apprenticeship opportunities, distributing employment opportunities through its networks and agencies (including Employment Ontario and others), and ensuring prospective employees are ready for the opportunities to come. Specifically, MCTU will:

- a. fund and conduct a Labour Market Partnership (LMP) project to identify skills gaps, required neighbourhood outreach and other areas that will work to facilitate the employment pipeline for the Eglinton Crosstown line.
- b. Through its work force development service providers network (Employment Ontario) and partnerships, help create a streamlined mechanism through which prospective employees and ProjectCo can access employment services during the project.

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- e. Link Employment Ontario training service providers with identified community training needs to prepare residents, when required for Metrolinx job opportunities

### Community Partners

Metrolinx is committed to working with community groups and agencies along the Crosstown project, and welcomes input from a wide variety of stakeholders.

The Toronto Community Benefits Network (TCBN) has come forward as a key partner in this initiative. The TCBN was created by labour and community groups in January 2013 to bring the Community Benefit Agreements (CBA) concept to the building of Toronto's Light Rail Transit system, and advocates using legally binding CBAs in all major public infrastructure projects.

The Network envisions Toronto as an inclusive, thriving city in which all residents have equitable opportunities to contribute to building healthy communities and a prospering economy.

The Network believes that a priority for a thriving and inclusive city is the continued expansion of transit infrastructure and neighbourhood improvement to meet the needs of all residents. Accessible transit is critical for the social, environmental and economic wellbeing of our city today and into the future.

The expansion of transit that is envisioned for Toronto will result in opportunities for good jobs. It is crucial that all Torontonians have access to economic opportunities stemming from infrastructure investments. As such, the TCBN believes that the diversity of the workers on the LRT project should reflect the diversity of residents of Toronto.

As members of Toronto's communities the TCBN commits to working in partnership with Metrolinx and all other partners on a Community Benefits program that can advance our vision for an inclusive, accountable thriving City.

- a. Working together with MTCU, in assisting with outreach to and recruitment of prospective apprentices and employees where appropriate and able, providing training and/or mentorship for prospective apprentices and/or employees
- b. Developing and retaining a registry of social enterprises in the City of Toronto that can be shared with ProjectCo to encourage procurement of goods and services from social enterprises
- c. Working with Metrolinx, ProjectCo and MTCU as applicable to support events and initiatives designed to disseminate information about employment, training apprenticeship and social opportunities for the Eglinton Crosstown line.
- d. Acting as a resource for community information and feedback to Metrolinx on an ongoing basis.
- e. Participating in an ongoing working group as described below

### Communications and Coordination

Metrolinx shall host regular meetings of a Community Benefits Working Group with the designated ProjectCo liaison, representatives from MTCU and from the TCBN (and other community partners as appropriate) to ensure smooth coordination of the activities identified as part of the community benefits program. This group will serve as a forum for dialogue for any issues that may arise and will work collaboratively to support and promote the community

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benefits program. This group may also be invited to participate in discussions about other areas relevant to the Crosstown project, including but not limited to development on Metrolinx-owned property such as mobility hubs.

This group will also participate in the creation of the monitoring and evaluation framework for the community benefits program, review progress reports supplied by ProjectCo, suggest refinements and improvements to the program on an ongoing basis, and provide input into the quarterly reports published by Metrolinx which will summarize the relevant activities of all of the partners involved.

  
 Bruce McCooling  
 President & Chief Executive Officer  
 Metrolinx

April 23, 2014  
 Date

  
 Steve Shalhoup  
 Community Benefits Network

April 28, 2014  
 Date

## Appendix 2: Executive Summary – Labour Market Partnership-MTCU funded United Way administered ‘On Track to Opportunities: Linking Transit Development to Community Employment and Training’ report

### EXECUTIVE SUMMARY

The Eglinton Crosstown Line (ECL) project presents an historic opportunity to improve the lives of thousands of residents in Toronto, and potentially influence broader economic inclusion throughout Ontario.

The five year, \$5.3 billion Eglinton Crosstown Line (ECL) project is more than simply a way to move people quickly along 18 kilometres of track traversing the city from east to west. It also offers the promise of benefits for communities along the line through an association of developers, governments, residents, unions and community groups. Leveraging this and other construction projects over the next five years will build stronger communities, help young people achieve their potential and move people from poverty to possibility.

In a very real way, the neighbourhoods along the Eglinton line – from Weston-Mt. Dennis in the west to Dorset Park in the east – will be connected.

The need for action is well understood. As a series of high profile reports from the United Way Toronto and York Region (UWYTR) have documented, Toronto's reputation as a city of widespread opportunity is in jeopardy. Poverty is becoming concentrated in neighbourhoods, especially in the inner suburbs, and income inequality is growing faster in the city than in other major Canadian communities.

For many people, a growing gap in opportunities means that hard work is no longer a guarantee of success. In many cases, where you come from and who your family is – such factors as race, gender, your postal code and household income while growing up – are likely barriers to a good future. The growth of precarious employment is falling disproportionately on the young and those living in communities where the proportion of residents living in poverty is above average.

The stage is set for new approaches to today's emerging challenges. Metrolinx, the Ontario government agency overseeing integration of transportation in the Great Toronto and Hamilton Area (GTHA), has been working closely with local labour, community and resident organizations to explore the possibility of community benefits as a result of the investment in the Eglinton Crosstown Line. In April, 2014, Metrolinx signed a formal agreement and the Toronto Community Benefits Network (TCBN) known as the Community Benefits Framework (CBF), that recognizes that major transit infrastructure investments should also provide benefits for the communities in which it works, including employment, training, apprenticeship, local supplier and social procurement opportunities, where possible. Metrolinx has therefore committed to include a community benefits program for the Toronto Transit Project (defined as the LRT project planned for Finch, Sheppard and Eglinton Avenues), beginning with the Eglinton Crosstown LRT line.

The creation of an Ontario Labour Market Partnership (OLMP) between UWYTR and the Ontario Ministry of Training, Colleges and Universities (MTCU) in May 2014 is a continuing step in responding to the opportunities offered by the ECL and builds on the CBF based on three key objectives:

- Determine the lessons learned in other community benefits programs in Canada and the United States;
- Investigate and test methods for engaging residents in the target population of the CBF, specifically groups and communities that have been historically disadvantaged;
- Develop a pragmatic model for a workforce development pathway that could be used to connect jobseekers with construction jobs (and other type jobs) related to the ECL.

This report, *On Track to Opportunities: Linking Transit Development to Community Employment and Training Projects*, is a summary of what has been learned through this important partnership.

## Appendix 3: CTS collaboration with City of Toronto Employment Services

**GlynWilliams, Aaron**

---

**To:** Leiba, Denisa  
**Subject:** RE: Customized Recruitment Follow Up

**From:** James Lapierre (<mailto:jlapiere@toronto.ca>)  
**Sent:** December 9, 2015 1:13 PM  
**To:** Leiba, Denisa  
**Subject:** Customized Recruitment Follow Up

Denisa, thanks again for taking the time to discuss a customized recruitment approach for the more entry-level opportunities available with CTS.

As discussed, I will be leveraging the City's Partnership to Advance Youth Employment (PAYE) program to help source candidates for these roles. You can learn more about the PAYE program on the PAYE website and through the following attachments:

- PAYE Backgrounder
- PAYE Flowchart

Once the various job postings are received, our team will post them and begin to outreach to potential candidates. I am copying my colleague Eric Heury who will coordinate posting the jobs, and candidate outreach and pre screening. Once we have some candidate resumes ready for your team to review, Eric or I will send them along with the Candidate Tracking Form I mentioned to you. We would also be interested in a debrief meeting shortly after our first experience so we can assess our efforts and make any corrections early on.

Many thanks again and please let me know if you have any questions.

James

James D. Lapierre  
 Manager, Community & Labour Market  
 Toronto Employment & Social Services  
 Metro Hall | 11<sup>th</sup> Floor | 55 John Street | Toronto | M5V 3C6  
[jlapiere@toronto.ca](mailto:jlapiere@toronto.ca)  
 Office: 416.392.2915 | Cell: 416.797.4437  
[www.toronto.ca/employmentandsocialservices](http://www.toronto.ca/employmentandsocialservices)

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## Appendix 4: Example – CASIP Employment Workshop



**You're invited to attend:**

### Preparing for Work as an IT Professional in Canada

This series of weekly workshops includes three sessions (Jan. 13<sup>th</sup>, 20<sup>th</sup> & 27<sup>th</sup>) and will feature industry experts from the IT sector as invited guest speakers along with a unique opportunity for participants to practice sector-specific conversation and workplace communication.

**Guest Speaker: Gavin D'Souza, Manager, Incentive Compensation, XEROX**  
**Wednesday January 13<sup>th</sup>, 2016 -- 5:00 p.m. to 7:00 p.m.**  
**ACCES Employment, Toronto Location, 489 College St. Suite 100**

**Guest Speaker: Andrew Cosolo, Project Manager, GS1**  
**Wednesday January 20<sup>th</sup>, 2016 -- 5:00 p.m. to 7:00 p.m.**  
**ACCES Employment, Toronto Location, 489 College St. Suite 100**

**Guest Speaker: Ahish Dandekar, Project Manager, Capital Markets, BMO**  
**Wednesday January 27<sup>th</sup>, 2016 -- 5:00 p.m. to 7:00 p.m.**  
**ACCES Employment, Toronto Location, 489 College St. Suite 100**

Workshops are funded by Immigration, Refugees and Citizenship Canada and are *free of charge*. All permanent residents will be required to present their PR Card at the first session to complete their registration.

For more information about the workshops, please contact Nancy Marques at [nmarques@accesemployment.ca](mailto:nmarques@accesemployment.ca) or call 416-921-1800.

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## Appendix 5: CTS pre-qualified list of social enterprises

The Social Purchasing Project acts as a matchmaker between social enterprises that have the capacity to deliver quality products and services and public and private sector buyers. We can identify areas where social value can be included in the supply chain as well as facilitate positive working relationships. To learn more please contact: Alexandra Mutinelli-Djokic,  
E: [adjuke@uwgt.org](mailto:adjuke@uwgt.org) M: 416-312-6315

### FOOD & BEVERAGE HAWTHORNE FOOD & DRINK

60 Richmond Street East, Toronto, ON M5C 1N0 [www.hawthorneto.ca](http://www.hawthorneto.ca)  
Contact: Krista Emery T: 647-930-9517 E: [krista@hawthorneto.ca](mailto:krista@hawthorneto.ca)

**Social Value:** A not-for-profit restaurant dedicated to training new entrants and current workers for Toronto's hospitality industry. This includes recent newcomers, persons with disabilities and at-risk youth. Two thirds of Hawthorne's staff are in paid training contracts.  
**Capabilities:** We are a full service restaurant and catering supplier in the heart of Toronto's downtown core. Experience managing logistics and execution of:  
• Formal Dinners (including Weddings)  
• Cocktail Receptions  
• Catered Breakfasts and Lunches (Hot or Plattered)  
The Huffington Post & BlogTO listed Hawthorne as one of the top restaurants to visit during Winterlicious.  
**Clients include:** CBC, Green Living Enterprises, Unite Here Local 75



555 Dundas Street East, Toronto, ON M5A 2R7 [www.paintboxbistro.ca](http://www.paintboxbistro.ca)  
Contact: Chris Klugman T: (647) 748-0555 E: [chris@paintboxbistro.ca](mailto:chris@paintboxbistro.ca)

**Social Value:** We aim to bring about positive social change in the community by empowering people to build confidence, self-respect and provide pleasure to others through training and career path opportunities. With each delicious bite, you will be helping to make someone's life better.  
**Capabilities:** We offer a venue in downtown Toronto suitable for meetings or receptions up to 150 people, as well as offsite catering services for parties of any size. We are a full-service licensed restaurant seating 110 people. Our food is prepared from scratch using high-quality ingredients and expert culinary technique. We offer professional event design and management for all occasions.  
**Clients include:** The Daniels Corporation, MaRS, MUSE, MDC Partners

## Appendix 6: CTS Procurement Director and SPP communication

**GlynWilliams, Aaron**

**Subject:** FW: Pre-Qualified Social Enterprises  
**Attachments:** Pre-QualifiedSocial Enterprise List Crosslinx Transit Solutions.pdf  
**Importance:** High

**From:** Spracklin, John  
**Sent:** November 9, 2015 4:22 PM  
**To:** Ploski, Anna; Zoiper, Lorraine; Leiba, Denisa; Upper, T-Jay  
**Subject:** FW: Pre-Qualified Social Enterprises

FYI

Director Procurement  
 Process and Conformity  
 SNC-Lavalin Infrastructure  
 Off: 514-393-8000 ext 54885  
 Cell: 514-497-0953

**From:** Djukic, Alexandra ([mailto:ADjukic@urwat.org])  
**Sent:** November 9, 2015 4:13 PM  
**To:** Spracklin, John  
**Subject:** Pre-Qualified Social Enterprises

Hi John,

Attached is a list of pre-qualified social enterprises.  
 We have social enterprises that fall within some of the categories you had listed, but because they have not been assessed we hesitate to include them.  
 We hope to build on this list over the next little while.

Please do not hesitate to contact me with any questions.

Looking forward to next steps.

Alexandra Mutinelli-Djukic  
 Associate Manager, Social Purchasing Project

United Way Toronto & York Region


26 Wellington St E 12th Floor Toronto ON M5E 1S2  
 Cell 416-312-6315 Fax 416-777-0962  
[torontoentprlsefund.ca](mailto:torontoentprlsefund.ca)  
[unitedwaytyr.com](http://unitedwaytyr.com)

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## Appendix 7: CTS Purchase Requisition Form

		<b>REQUISITION</b>		Page 1 of 1			
		Project Title:	Eglinton Crosstown Light Rail Transit Project (ECLRT)	PR No.:			
Suggested Supplier(s)		Buyer		Commitment Package No.			
Required Date (yyyy-mm-dd)		Description		Costing			
Health & Safety req'd <input type="checkbox"/>	CPAC req'd <input type="checkbox"/>	Segment / Station / Area		Estimated Value/Budget Amount			
Other <input type="checkbox"/>	Environment req'd <input type="checkbox"/>						
PR Description							
Justification				Delivery Address / Drop Off Location			
<input type="checkbox"/> Has pricing been verified / quote received (back up provided)							
Item No.	Unit	Quantity	Service or Material Description	Estimated Unit Price	Estimated Price	Cost Code	
					\$ --	Facility	CMC
					\$ --		
					\$ --		
					\$ --		
					\$ --		
					\$ --		
					\$ --		
					\$ --		
					\$ --		
					\$ --		
					\$ --		
					\$ --		
					\$ --		
Has requester reviewed CTS' list of pre-qualified small enterprises?				<input type="checkbox"/>			
Has requester verified whether a business along the ECLRT corridor can provide the required service?				<input type="checkbox"/>			
Total (incl HST)				\$	--		
Prepared by:		Title	Name	Signature	Date (yyyy-mm-dd)		
Reviewed by:							
Approved by:							
Approved by:							
Approved by:		Request Manager/Project Manager/Ordinance Unit					
This document is not a Purchase Order and has no legal value.							
Form No : 0000-00-CTSC-00001 Rev (2014-01-15)							

0000-00-CTSC-2NPA-0005	COMMUNITY BENEFITS AND LIAISON PLAN	EGLINTON CROSSTOWN LRT PROJECT
01	February 26, 2016	Owner: Aaron GlynWilliams

## Appendix 8: 2016 – 2017 Community Benefits Work Plan

### Community Benefits – 2016 Work Plan

PERIOD	January – February	March – April	May – June	July – August	September – October	November – December
PLANNING	<p>Onboarding of Community Benefits Officer</p> <p>Develop plan / approach to station consultation</p> <p>Stakeholder mapping of targeted NIA clusters</p> <p>Refine / update ICIMS fields on CTS Online Portal</p> <p>Identify CTS signage/hoarding opportunities for community artwork</p>	<p>CTS CareerStart Plan – identify positions and budget</p> <p>Plan skills development workshops with agencies</p> <p>Identify potential opportunities for CTS Builds Communities</p> <p>Employment update for workforce agencies</p> <p>Identify CTS participants for United Way/MTCU Working Group</p> <p>Procurement update for SPP</p> <p>Develop plan for community artwork opportunities</p>	<p>Develop CTS CareerStart program with United Way</p>	<p>Employment update for workforce agencies</p> <p>Procurement update for SPP</p> <p>Prepare for onboard of CTS CareerStart participants</p>		
EXTERNAL EVENTS	<p>Attend planning / networking meetings of local workforce agencies</p>	<p>CTS Community Open Houses on ECLRT construction</p> <p>Individual</p>	<p>Training and skills workshops with workforce agencies</p>	<p>CTS Build Communities!</p> <p>Training and skills workshops with workforce agencies</p> <p>Community artwork integrated in CTS signage</p>	<p>Launch CTS CareerStart</p> <p>Transit in Your Community</p> <p>Training and skills workshops with workforce agencies</p>	<p>CTS Builds Communities!</p> <p>Transit in Your Community</p>
CBWG	<p>Submission of Community Benefits &amp; Liaison Plan</p> <p>United Way / MTCU Working Group to be discussed</p>	<p>Submission of 1<sup>st</sup> Community Benefits Quarterly Report</p>		<p>Submission of 2<sup>nd</sup> Community Benefits Quarterly Report</p>		<p>Submission of 3<sup>rd</sup> Community Benefits Quarterly Report</p>
PROJECT MILESTONES	<p>Submission of CTS Apprenticeship Plan</p> <p>United Way Report released</p> <p>Preparatory works in communities</p>	<p>Construction start</p>				<p>Apprenticeship Plan – Annual Report</p>