



# Community Benefits and Apprenticeship Plan

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## West Park Healthcare Centre



Prepared by: EllisDon Infrastructure Healthcare

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v.8

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# Community Benefits and Apprenticeship Plan

## West Park Healthcare Centre

### 1.0 Background

EllisDon Infrastructure Healthcare ("EllisDon" or "EDIH") was selected to design, build, finance, and maintain the West Park Healthcare Centre ("WPHC" or "West Park"). West Park provides specialized rehabilitation, complex continuing care, long-term care and community health services helping individuals manage difficult health challenges like lung disease, diabetes, stroke, amputation and musculoskeletal issues arising from a life-changing event or illness.

West Park's 27-acre site will be transformed into an integrated campus of care, enabling the hospital to evolve its rehabilitative medicine to meet Ontario's future health care needs. The redevelopment will include the construction of a new 730,000 square foot hospital building that will provide various inpatient, outpatient, and outreach services.

*\*This graphic demonstrates the full scope of the project. EllisDon's role will be limited to the hospital development portion.*



#### HOSPITAL DEVELOPMENT TARGET CONSTRUCTION: 2018-2023

- New Hospital (20%+ beds, expanded outpatient space & services)
- Demolition of Main, Ruddy, Gage and maintenance buildings
- Outdoor Therapy Space and Landscaped Gardens
- New campus entrance from Emmett Ave.

#### NON-HOSPITAL DEVELOPMENT TARGET CONSTRUCTION: 2019-2020 (TBC)

- Spectrum of programs and services (e.g. supportive housing, hospice, etc.)
- Community based services
- Focus on seniors and individuals with disabilities

Sustainable features and elements such as expansion of green space and extensive landscaping for outdoor therapy areas and therapeutic gardens will also be incorporated into the design. The project will target Leadership in Energy and Environmental Design (LEED®) Silver certification.

Substantial Completion is slated for early 2023.

WPHC is the first project to include a community benefits program for the development of a healthcare facility in the province of Ontario. The Community Benefits and Apprenticeship Plan will set the benchmark for future community benefits initiatives and major infrastructure projects to come.

## 2.0 Our Commitment

EllisDon recognizes that a major hospital development such as this should also provide benefits for the communities in which it works. The Community Benefits and Apprenticeship Plan includes initiatives to support three separate streams: Apprenticeship; Employment, Training and Workforce Development; Social Enterprise and Social Procurement.

EllisDon will partner with local workforce development agencies and community organizations in the city of Toronto to support the Community Benefits and Apprenticeship Plan and establish tools, policies, and protocols to deliver on its objectives outlined within the Project Agreement.

Community benefits working group partners:

- West Park Healthcare Centre
- Infrastructure Ontario
- Toronto Community Benefits Network
- United Way
- Construction Connections

EllisDon's goal is to work with communities, residents, businesses and industries within the surrounding neighbourhoods of WPHC to identify and develop tangible social and economic benefits from the project when possible.

As part of the Project Agreement, EllisDon is committing to:

- An aspirational target of 10% of all trade and craft working hours, on a trade-by-trade basis, to be performed by qualified apprentices or journeypersons from historically disadvantaged communities or equity seeking working groups, as qualified and available;
- A Community Benefits and Apprenticeship Plan, to be developed by EllisDon, that proposes a strategy for achieving the 10% aspirational target;
- A commitment to tracking quarterly and reporting in an annual report on the Community Benefits and Apprenticeship Plan results, including the number of craft working hours on a trade-by-trade basis to be performed by qualified apprentices or journeypersons from historically disadvantaged communities or equity seeking groups;
- Participation in a working group of partners to support the implementation of the Plan;
- An approach developed by EllisDon to enhance community awareness of employment opportunities and opportunities for the provision of goods and services to EllisDon;
- A commitment to transparency, including making the Declaration, Plan and Annual Reports available to the public; and
- An assessment or estimate of the costs to implement the Plan developed by EllisDon in order to achieve the 10% aspirational target.

The Community Benefits and Apprenticeship Plan promotes journeypersons and apprenticeship training opportunities throughout the construction term. An apprentice is defined as "someone who is registered with

the Ministry of Training, Colleges, and Universities (MTCU) and the Ontario College of Trades, and has signed a Contract of Apprenticeship with a union or employer.”

The opportunities created by WPHC will facilitate apprentices’ entrance to the work force with experience and skills needed for future employment. The high work force demands of such a large project in neighbourhood will be supplemented by the encouragement of apprentice participation on WPHC.

The Community Benefits and Apprenticeship Plan outlines an approach that:

- Maximizes the number of apprenticeships for the trades that are required to construct the Project; to create good paying, skilled jobs that provide strong future employment potential; and, to meet the labour needs of EllisDon and its subcontractors;
- Contributes to a coordinated, streamlined process for entering the construction trades by promoting the use of existing trade union training programs and newly created “Construction Connections” pathway for careers in the trades for youth at-risk, historically disadvantaged community and equity seeking groups;
- Facilitates communication and coordination and build relationships among the community such as Toronto Community Benefits Network, and the United Way Greater Toronto and, trade unions, employers, MTCU, MOI, and other workforce development organizations, social and employment services providers; and
- Monitor progress and track results towards achieving the Plan, lessons learned on the pilot project, and analysis of the costs of implementing the Plan.

### 2.1 Governing Protocols and Complementary Plans

In addition to this Community Benefits and Apprenticeship Plan, several other complementary plans have been, or are in the process of being developed, which will benefit in achieving the aspirational target of 10% of all trade or craft working hours to be performed by qualified apprentices or journeypersons from historically disadvantaged communities or equity seeking groups.

As per Schedule 18 of the Project Agreement, EllisDon was responsible for developing and submitting a Communication’s Protocol, outlining communication’s roles and responsibilities for the Project as well as EllisDon’s approach to all communications with respect to the Project. This plan acts a supplementary tool through the use of its various communications tactics to reinforce and communicate the dedication to the Plan and achieve the aspirational target.

### 2.2 Community Benefits Working Group

The following table provides an outline of the roles and responsibilities of the Community Benefits and Apprenticeship Plan working group.

NAME	COMPANY	ROLE	RESPONSIBILITIES
Desa Duric	EllisDon	Co-Chair	Co-oversees strategic implementation of the Community Benefits and Apprenticeship Plan. Reports to the

			contracting authority on progress. Primary interface with all stakeholders.
<b>Shelley Ditty</b>	WPHC	Co-Chair	Co-oversees strategic implementation of the Community Benefits and Apprenticeship Plan. Reports to the contracting authority on progress. Primary interface with all stakeholders.
<b>Dustin Luchka</b>	EllisDon	Communications Advisor	Primary liaison for resource groups. Ensure open line of communication and support however necessary. Ensure resource groups are aware of their objectives and targets are being met. Act as a lead for tactics as outlined in the Plan.
<b>Lijeanne Lee</b>	WPHC	Communications Advisor	Primary liaison for resource groups. Ensure open line of communication and support however necessary. Ensure resource groups are aware of their objectives and targets are being met. Act as a lead for tactics as outlined in the Plan.
<b>Marwan Mansour</b>	EllisDon	Construction Manager	Reports to Co-Chairs. Presents quarterly reports.
<b>Dominik Knutel</b>	EllisDon	Project Manager	Reports to the Construction Manager. Leads Community Benefits initiative with subtrades ensuring aspirational targets are being met. Ensures proper tracking and reporting requirements are being met.
<b>Shirley Martinez</b>	EllisDon	Assistant Project Manager	Support the Project Manager however necessary.
<b>TBD</b>	EllisDon	Seasonal Co-Op	Help with administrative tasks. Attend workshops, open houses, and other functions as necessary.

### 3.0 Our Philosophy

The success of the Community Benefits and Apprenticeship Program will be largely dependent on building relationships and collaborating with similarly aligned organizations. In order to meet the commitments set out in the plan, EllisDon has partnered with various expert groups and resources that specialize in community benefits. EllisDon's strategic approach is to work collaboratively with each of these groups to ensure open line of communication among all stakeholders, transparency, and effectiveness in forecasting and addressing community needs as the project evolves.

#### 3.1 Toronto Community Benefits Network

The Toronto Community Benefits Network (TCBN) is a network of labour unions, trades training centres, community organizations, agencies and social enterprises formed to bring the community benefits approach to large scale development projects in Toronto. The network works collaboratively with local residents and stakeholders to promote inclusive and equitable economic development that delivers employment,



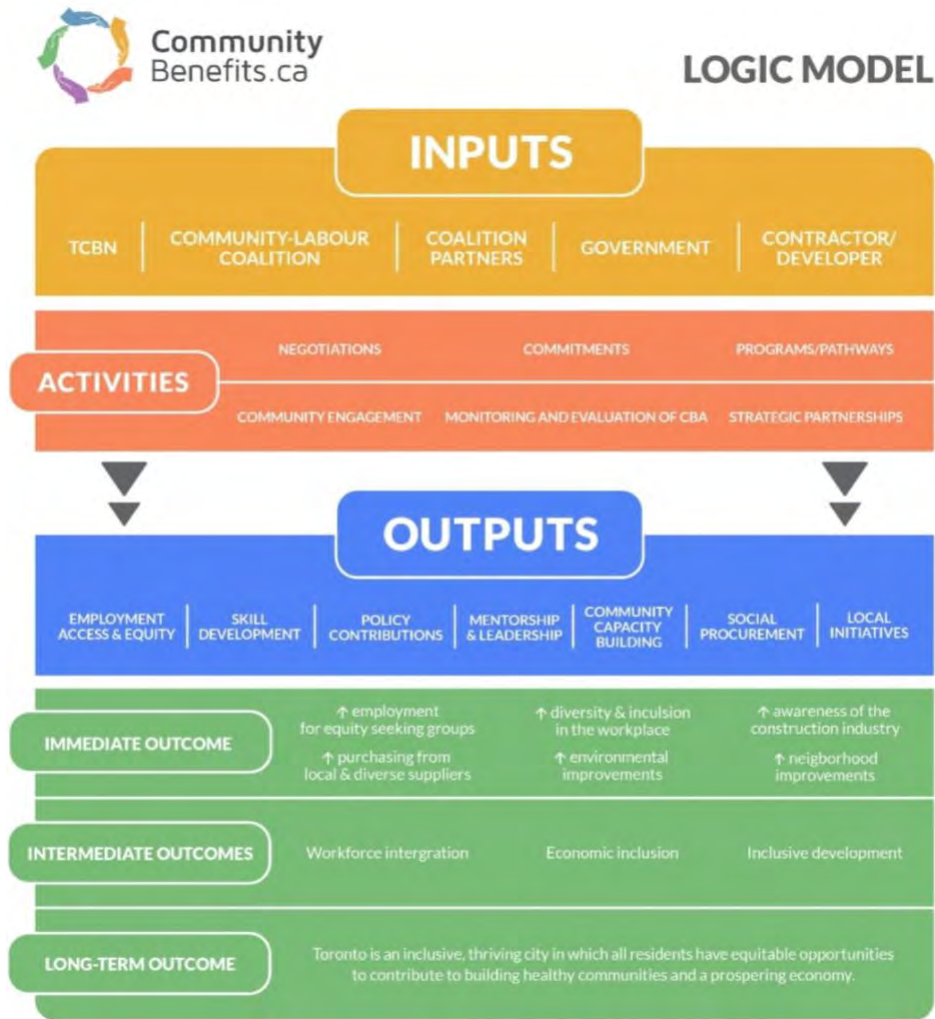
procurement and neighbourhood improvement opportunities for historically disadvantaged and marginalized communities.

The TCBN has adopted five guiding principles in which EllisDon has endeavoured to align itself:

- 1. Provide equitable economic opportunities that promote economic inclusion through Apprenticeships;
- 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 infrastructure;
- 5. Ensure clear commitments and accountability from all parties to deliver the community benefits agreement.

The TCBN’s Logic Model identifies the overarching anticipated outcomes for the Community Benefits Agreements. It provides standardized key performance indicators that can be collected across existing and future agreements. EDIH will use below illustrated TCBN’s Logic Model as a guideline.

*Please see Appendix A for TCBN’s process for candidates.*



### 3.2 United Way

United Way is a worldwide not-for-profit organization with each location working locally to raise funds and invest in improving the lives of people in each of its communities. The United Way Greater Toronto is the largest non-governmental supporter of social services in the region that is dedicated to creating opportunities, providing financial resources, and finding meaningful employment. With initiatives such as the Social Purchasing Project and CareerNavigator™, the United Way will provide resources that will be essential for meeting the objectives of the Community Benefits and Apprenticeship Plan.

### 3.3 Construction Connections

Construction Connections is a joint initiative of Toronto Employment & Social Services and the Ministry of Advanced Education & Skills Development to connect historically disadvantaged jobseekers to construction jobs. The initiative was implemented to support the Ontario Community Benefits Declaration, which outlines a commitment from government agencies, business, labour and community to help people from disadvantaged communities get construction jobs.

### 3.4 Unions

Collaborating closely with the unions and their representatives will be integral to the success of this plan. EllisDon will coordinate with various unions and their representatives to access and promote apprenticeship opportunities in consultation with its subcontractors. EllisDon will participate in information sessions on a regular and ongoing basis as determined by the Working Group.

### 3.5 Subcontractors

The Plan applies to all subcontractor trade disciplines throughout the duration of the project. EllisDon will include all plan and program requirements and guidelines as an appendix to the scope of work document of each subcontractor. The expectation of each trade will be discussed thoroughly during the tender/negotiation process and then again during the trade kick off meeting.

EllisDon will provide assistance where applicable to get the subcontractor started as well as follow up throughout the project term if the supply or apprenticeship ratios are not met. Information sessions will be a part of this assistance and coordinated on an as needed basis.

## 4.0 Working Groups

Reflecting the shared accountability for achieving the 10% aspirational target, the expert parties leveraged by EllisDon have agreed to form a working group in order to effectively execute the Community Benefits and Apprenticeship Plan. The group, co-chaired jointly by EllisDon and WPHC with participation by TCBN, United Way, MTCU, and Infrastructure Ontario, includes other stakeholders such as workforce development organizations, social and employment service providers, as appropriate.

Through a collaborative approach the working group will include establishing Terms of Reference, including membership, roles and responsibilities of members, agreeing to specific definitions of target populations, such as those identified in the Infrastructure for Jobs and Prosperity Act, and work plan priorities such as informing the tracking, monitoring and reporting mechanisms for the hiring of apprentices and journeypersons.



The primary objective of this group is that communication with all parties is in alignment and to collectively resolve issues that may arise related to the supply and hiring of candidates from the target populations, and any other issues related to the aspirations identified in the Declaration.

The first meeting was held in January 2019, and will be followed by regularly scheduled quarterly meetings to ensure the most up-to-date information is communicated among the groups.

## 5.0 Community Awareness and Promotion

Many of EllisDon's employees live in the communities that we build in and this is something that the company and its people take great pride in. Outreach and initiatives that benefit and connect our communities have been a longstanding part of EllisDon's culture and identity. In continuation of this, EllisDon has committed to developing meaningful initiatives as discussed throughout this plan that will enhance employment opportunities for local and diverse residents who commonly face employment barriers, as well as to promote opportunities for local enterprises to provide their goods and services.

### 5.1 Employment Opportunities

In order to maximize opportunities for journeypersons, EllisDon is working closely with its working group partners such as the TCBN, Construction Connections, and the United Way to identify local community services agencies including agencies that provide support, training, settlement services for any individuals who commonly face employment barriers including youth, historically disadvantaged groups, seniors, newcomers. *Please refer to Appendix B for TCBN's social development network.*

These agencies have been leveraged to promote EllisDon's community benefits initiatives and to provide a resource for candidate referral, training and skills development workshops, and any other community initiatives EllisDon takes on over the duration of the project.

EllisDon has identified the number of entry-level positions available and will leverage the United Way's CareerNavigator™ program to deliver on this initiative. EllisDon will work with the United Way to identify possible candidates and support they will require such as identifying training that can be delivered in advance of their start date, evaluation criteria and measures of success.

#### *CareerNavigator™*

United Way's Career Navigator program provides youth facing multiple barriers with access to interconnected education, training, job placement, soft-skills and wrap-around support services. Through partnership with agencies and employers, Career Navigator helps youth gain industry-recognized credentials required for in-demand employment opportunities in four sectors: retail, hospitality, construction and IT.

EllisDon will utilize the working group and its methods to keep workforce agencies informed of employment opportunities and initiatives over the duration of the project. EllisDon will work closely with Construction Connections, TCBN, and United Way, to identify appropriate candidate pools for relevant positions. Building on previous experience with the Construction Connections program, EllisDon will also lead when necessary and participate in open houses and job fairs to promote various journeypersons and apprenticeship programs

available, and will utilize various communications channels of all stakeholders such as social media and online news posts. A schedule of open houses and job fairs will be disclosed when finalized and will be included in the next report

Efforts to reach out and engage with local workforce agencies will be an ongoing priority and coordinated through the working group to ensure as many partners, employment agencies and community organizations as possible are aware of open employment and apprenticeship programs.

## 5.2 Procurement & Social Enterprises

Under the Community Benefits and Apprenticeship Plan, EllisDon has committed to support local enterprises and other related vehicles to economic inclusions through social procurement whenever possible. EllisDon will maximize opportunities for social enterprises and businesses in the surrounding neighbourhoods of WPHC who would potentially be interested in providing their goods and services.

To support its community benefits initiatives relating to social procurement, EllisDon will utilize a variety of policy tools, partnerships, and resources. EllisDon has partnered with the United Way and the Social Purchasing Project to pursue, match and pre-qualify social enterprises. *Please see Appendix C for a list of pre-qualified social enterprises.*

EllisDon will support social procurement by assisting with the development and orientation of our community benefits commitments as well as participate in workshops and information sessions as agreed with the working group designed to build awareness of the unique procurement opportunities available. The intent of these events is to provide individuals, small business owners, vendors and suppliers, and other works-related contractors with information about EllisDon's procurement process, and discuss opportunities on how they can become involved in or benefit from the project. A strategic plan to execute these events will be discussed during the working group's first meeting in Spring 2019.

During its meetings with its subtrades, EllisDon will communicate on an ongoing basis the importance of the Community Benefits Plan and encourage each subtrade to utilize their networks to promote the plan and socially procure. This includes procuring food supplies and catering from local businesses whenever possible for open houses, job fairs, or meetings. Social enterprise procurement and tracking will be the responsibility of each subtrade. EllisDon will compile the tracking sheets and documents into its quarterly report.

EllisDon has already successfully procured a number of local vendors such as Stephenson's Rental Service. This Canadian-owned construction equipment and supply vendor is an EllisDon preferred supplier, located within in 5Km proximity of WPHC.

## 5.3 Apprenticeship

### Overview

The objectives set out in EllisDon's Community Benefits and Apprenticeship Plan are being coordinated and supported through various initiatives discussed throughout the plan. EllisDon will leverage its partnerships to promote journey person and apprenticeship opportunities on a trade-by-trade basis to historically disadvantaged

and equity seeking groups including at-risk youth; low-income, racialized and immigrant populations; women; indigenous persons; newcomers to Ontario; veterans; persons with disabilities; and, residents from communities in which the Project is located.

EllisDon understands the importance of exposing apprentices to every aspect of the project including daily communication, teamwork, safety, leadership and collaboration between different disciplines. The opportunities created by WPHC will help facilitate apprentices' entrance to the work force and build the experience and skills needed for future employment. The high workforce demands of such a large project in the neighbourhood will be supplemented by the encouragement of apprentice participation, particularly from historically disadvantaged and equity seeking groups, on WPHC. With the support of Construction Connections, TCBN, and the United Way, EllisDon will be proactive in helping support the relationships between the apprentices', trade unions and employers throughout the process by linking up the appropriate parties and always ensuring an open line of communication is established.

The Community Benefits and Apprenticeship Plan applies to all subcontractor trade disciplines throughout the duration of the WPHC project. EllisDon will include all requirements and guidelines as an appendix to the Scope of Work document of each subcontract. The expectation of each trade will be discussed thoroughly during the tender/negotiation process and then again during the trade kick-off meeting. Through the guidance and support of its working partners, EllisDon will provide assistance where applicable to get subcontractors started and follow up throughout the project term if the supply or apprenticeship ratios are not met.

*Supply of Apprentices*

The supply requirement of apprentices to the WPHC project will be directly affected by the work phase. Certain stages of the project such as utility relocates, demolition, shoring and excavation are machine-heavy and low labour. Additionally, this is dangerous and risky work that requires more experienced workers and is not suitable for apprentices. The phases of the project to follow, such as concrete, rebar, structural steel, M&E and building finishes are more suitable for apprenticeship positions. Accordingly, the apprentice supply and type will vary throughout the duration of the project. *See Appendix D for a Schedule of Works by Division.*

As required by the Project Agreement, EllisDon is required to forecast the number of apprentices or journeypersons from historically disadvantaged communities or equity seeking groups which include at-risk youth, low-income, racialized and immigrant populations, women, indigenous persons, newcomers to Ontario, veterans, persons with disabilities and residents from communities in which the Project is located. Below is a sample projection. A detailed forecast projection will be provided six months prior to the beginning of construction. Forecast will be based on the works/resource report by the EllisDon project team.

EllisDon will make every effort to provide opportunities beyond trades, in Professional, Administrative and Technical (PAT) fields. EllisDon will flag and evaluate opportunities for these positions; however, they are scarce and are not always required by the project.

Apprentice Estimate	Skilled Trade	PAT	Total	% of workforce
Q1 2019	2	0	2	N/A

Q2 2019	4	1	5	N/A
Q3 2019	6	1	7	N/A
Q4 2019	10	1	11	N/A
Q1 2020	12	2	14	N/A

## 6.0 Tracking and Monitoring

In order to meet the objectives of the Community Benefits and Apprenticeship Plan, EllisDon will be actively monitoring its progress and tracking the status of each commitment outlined in the Project Agreement. EllisDon will hold regular meetings with all subtrades to ensure our goals continue to be upheld and to develop plans of action to meet them. Maintaining this open line of communication will be essential as it will determine the number of apprentices and staff required by each trade at that stage of the project and which working group partners need to be leveraged. *See Appendix D for a Schedule of Works by Division.*

EllisDon will provide quarterly reports on its Community Benefits and Apprenticeship Plan as the project evolves. The reports will include information such as the number of job applications and positions filled through community agencies; debrief on events that were coordinated in collaboration with workforce agencies, enterprises or business; debrief on community outreach and volunteering participated in; and summary of social enterprises and local business procured.

EllisDon will also provide confirmation that each apprenticeship is registered properly with the Ministry of Training, Colleges and Universities and the Ontario College of Trades. In order to ensure the appropriate supply of apprentices is met, EllisDon will assist with recruiting; however, this assistance will be limited to support the hiring of apprentices by subcontractors, and ensuring that subcontractors provide appropriate proof and reporting on a regular basis.

## 7.0 Reporting

In accordance with the current Section 60 of the Ontario College of Trade and Apprenticeship Act, 2009, per section 18.13 of the Project Agreement, the Community Benefits and Apprenticeship Plan aims to provide the proper journeyperson to apprentice ratio to the best of the Project Co's ability throughout the project term. This includes proper reporting on a regular basis to record and maintain ratios.

### 7.1 Reporting to Contracting Authority

Involvement of the Contracting Authority will be an important aspect of the Community Benefits and Apprenticeship Plan's success. EllisDon will work closely with Infrastructure Ontario and WPHC to ensure that the plan and its initiatives are executed to the best of its abilities. In accordance with the Project Agreement, over the duration of the project EllisDon will maintain proper documentation on its findings, statistics, progress and developments, that will be reported to West Park and IO on a quarterly basis in addition to providing an annual report for every year the project is still underway.

Starting in March 2019, EllisDon will provide a progress update to IO and WPHC on a quarterly basis, as per Section 18.13 of the Project Agreement. On or before December 15 of each year during the construction period, starting in December 2019 and continuing until the Substantial Completion date (on which date the last submission under Section 18.13 shall be made), EllisDon will provide an annual report to IO on the implementation plan which will include:

- Statistics regarding progress toward the 10% aspirational target
- Detailed information setting out EllisDon's progress toward achieving the objectives set out in the Plan and the Declaration, including an identification of any barriers that prevented EllisDon from achieving its objectives; and
- An assessment of lessons learned on the project and an estimate of the costs to implement the plan developed by EllisDon including those related to achieving the 10% aspirational target.

EllisDon will prepare and submit a collective document that includes an overall apprentice tracking report, report templates provided to the subtrades, and reporting from our community benefits and working group partners. *See Appendix E for a sample report.*

### **7.2 Reporting from Subtrades**

Each subtrade onsite will be required by EllisDon to provide a quarterly report that identifies apprenticeship participation, complete employee count, and project progress. The requirement for apprenticeship reporting from all subcontractors will be written into each contract. A reporting template will be provided to each subcontractor trade at the start of their contract to ensure consistency and that regular, recurring deadlines are met. *See Appendix F for a sample subtrade report.*

The quarterly reporting to EllisDon will ensure that all parties are properly hiring the correct number of apprentices including those from historically disadvantaged and equity seeking groups. If ratio objectives are not met, EllisDon will require further explanation from the subcontractor which will also form part of the quarterly reporting to West Park and IO.

Proof of registered apprenticeship will be maintained by the Subcontractor and will be available upon request by EllisDon or IO. Proof of apprenticeship accepted at WPHC will be the apprenticeship ID card, including full name and apprentice number.

### **7.3 Reporting from Working Group**

EllisDon will require each of its community partners such as its workforce agencies to report to the Working Group and provide information on their availability of supply of trades people and skilled workers that are ready and available to work. This proactive approach will ensure that proper staffing based on the project's needs is maintained at all times and prevent any schedule delays. When obtaining reports from the working group, EllisDon will take special care in capturing granular details that could be repurposed for positive storytelling, community member spotlights, and editorials.



# Appendices

## Appendix A: TCBN Process for Candidates

Overview: Benefit from Wrap-around Supports Until Employed

### STEPS

#### INTAKE

1. Register in TCBN Database to Get CBA Program Updates
2. Participate in Job Finding Club Information Session
3. Complete TCBN Intake & Referral Form (Eligible Candidates may be referred to Construction Connections or Other Employment Services Partner, for Non Construction Jobs)
4. Complete Employment Ontario Intake Form
5. Confirm Job Objective (1 Week from Date of Registration)
6. Co-create Individual Development Plan (2 weeks)
7. Case Management and Service Coordination with Referral Partner

#### SERVICE STREAMS

##### CAREER EXPLORATION (When Job Objective is Not Clear)

Research and Exploration Activities (Up to 3 months)

- a. Ready to Build Tours of up to 10 Union Training Centres
- b. Information Sessions and Job Fairs with up to 4 Community Benefits Programs

##### APPRENTICESHIP PATH (When Job Objective is a Construction Trade)

1. Quick Start Pre-Apprenticeship Training (4 weeks)
  - c. Participate in NextGen Builders Group Mentoring Program
  - d. Participate in information interview with internal union/contractor champion
  - e. Refine Resume, Cover Letter
  - f. Take prep test to confirm baseline
  - g. Build skills and prepare documentation to meet eligibility requirements

OR

2. Standard Pre-Apprenticeship Training (3-6 months)

OR

3. Union Apprenticeship Training (3-5 years depending on trade)
  - a. Pass tests for desired trade with the Union Training Centre

- b. Start Apprenticeship Training with the Union Training Centre
- c. Register with the Union and the College of Trades

**TARGETED JOB SEARCH (When Job Objective is for a Professional, Administrative, Technical or Operational Position (PAT-O))**

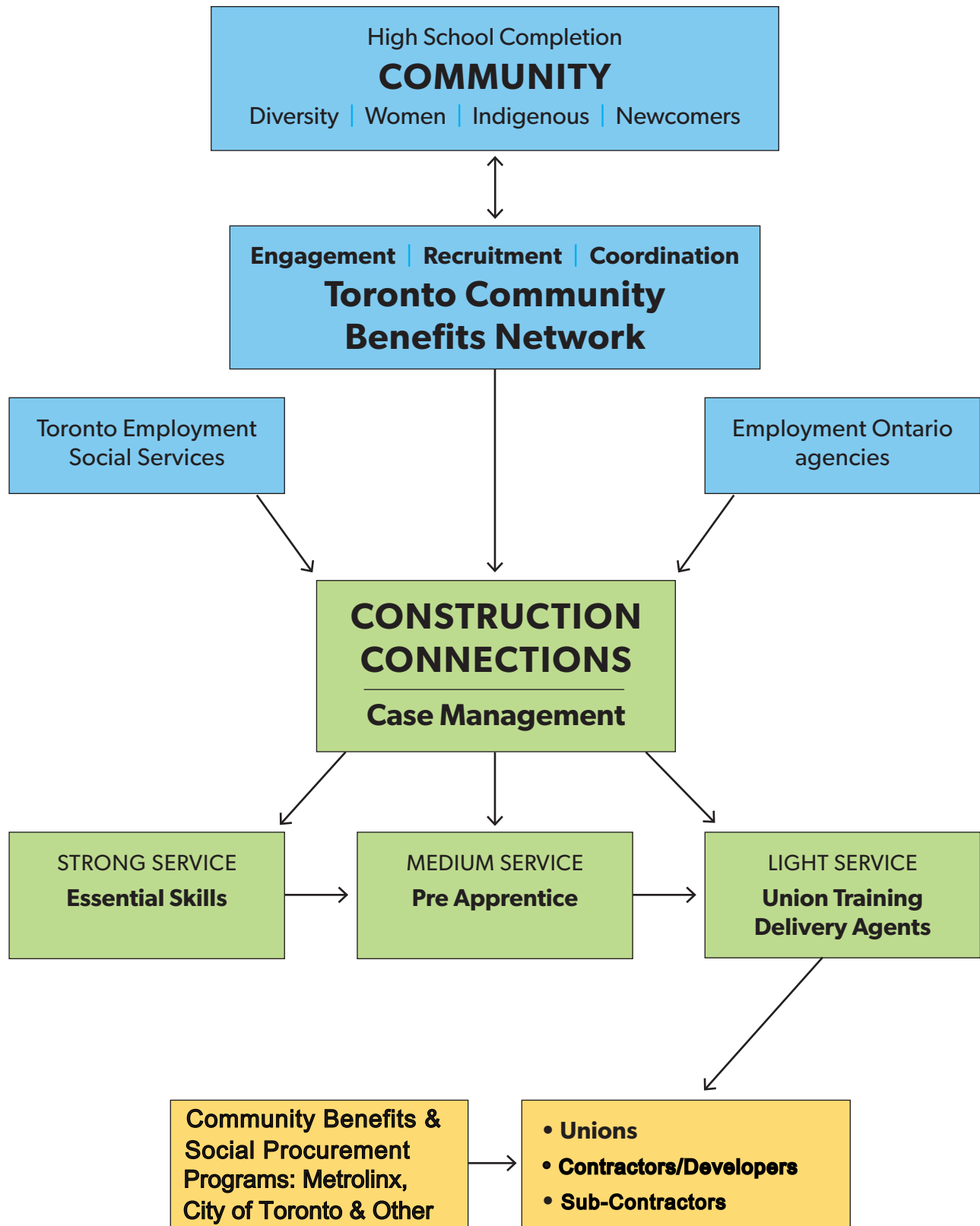
- 1. Refine Resume, Cover Letter (1 week after deciding on job objective)
- 2. Refer to the Job Posting Site of CBA Employer/ Submit Application
- 3. Employment Counselor sends letter of support to CBA Employer supporting application (1 week of application being submitted)

**OCCUPATIONAL MENTORING**

- 1. Intake NextGen Builders One-on-One Mentoring (During Practicum Component of Pre-Apprenticeship Training and/or Registration into Apprenticeship Training with the Union)
- 2. Mentorship, Coaching and Professional Development (1 year)

# Toronto Community Benefits Network

Employment Social Development Canada Grant Proposal



## Appendix C: Social Enterprise List

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-Djukic,  
E: [adjukic@uwgt.org](mailto:adjukic@uwgt.org) M: 416-312-6315

# **FOOD & BEVERAGE**

## **HAWTHORNE**

FOOD & DRINK

60 Richmond Street East, Toronto, ON M5C 1N8 [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:** CIBC, Green Living Enterprises, Unite Here Local 75



555 Dundas Street East, Toronto, ON M5A 2B7 [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, MLSE, MDC Partners





100 Stokes St., Toronto, ON M6J 1H4 [www.otwcafe.com](http://www.otwcafe.com)  
 Contact: Warren Hawke T: 416-535-8501 x 33006 E: [orders@otwcafe.com](mailto:orders@otwcafe.com)

**Social Value:** We provide training and employment opportunities to individuals marginalized by addiction and/or mental illness. Unemployment rates are reported to be as high as 85% among our target population. Employment and training engages individuals in society, reduces dependence on social service programs and improves physical and mental health.

**Capabilities:** We provide catering services for business meetings and buffets and we can serve events from five to more than one hundred.

- Able to provide services on short notice
- Able to customize menus for special events.

We are also pleased to develop custom menus and assist in selecting the appropriate items and quantities for your event.

**Clients include:** CIBC, TD Bank, CAMH, Toronto General Hospital, St. Mike's



**KLINK Coffee** - 2185 Danforth Ave., Toronto, ON M4C 1K4 [www.drinkklink.com](http://www.drinkklink.com)  
 Contact: Ted Addie T: 647-348-2361 E: [tedaddie@drinkklink.com](mailto:tedaddie@drinkklink.com)

**Social Value:** KLINK assists individuals, particularly those returning home from prison, in obtaining greater access to the workforce. The employment readiness training, work placements, direct employment and other supports provided, help these individuals directly while promoting safer communities.

**Capabilities:** All KLINK Coffee is 100% Rainforest Alliance Certified premium coffee and is available in whole bean or specialized grinds.

- Portion packs sized and ground specifically for 8-10 cup drip machines
- ¾ lb. bags, whole bean or ground for filter machines or more coarsely for urns/percolators
- 2 lb. bags for larger volumes, also whole bean or specialized grinds

**Clients include:** T02015, United Way Toronto, City of Toronto Shelter Support



**www.nishdish.com**

Contact: Johl Ringuette T: (416) 450-3245 E: nishdishcatering@gmail.com

**Social Value:** When the community comes together wiisnid (to eat) it is our feast, and we give thanks for what is provided. This is the most basic way to share, support each other, and inspire learning. We understand how to return to our ways in a world so different than it once was. This revitalized knowledge brings to light a path to healing the health disorders now dominant in our communities.

**Capabilities:** Get ready to meet & greet one of the nations first Owned and Operated Aboriginal Food emporiums specializing in our Native cuisine and culture right here in Toronto. Traditional Chef, Johl Ringuette, yearned for the indigenous foods from his childhood such as wild game, freshwater fish, berries, and maple syrup, so he set out to provide Aboriginal catering to the urban community.

**Clients include:** Ministry of Aboriginal Affairs, David Suzuki Foundation, TDSB



**FABARNAK** – 519 Church Street, Toronto, ON M4Y 2C9

<http://www.the519.org/about/fabarnak-restaurant>

Contact: Carl Kannegiesser T: 416 355 6779 E: [catering@the519.org](mailto:catering@the519.org)

**Social Value:** FABARNAK offers a structured, one-year training and employment program for those who have faced barriers to employment and are looking for a rewarding role within the hospitality industry. Led by our team of industry professionals, FABARNAK's program is inclusive and non-judgemental. In the past, we've worked with trans youth undergoing a gender transition, newcomers to Canada with limited Canadian work experience, and young people in recovery from addiction. Additionally, we are a non-profit initiative; all proceeds from our catering and café sales go to support the vital programs and services of the 519.

About the 519: <http://www.the519.org/about>

**Capabilities:** FABARNAK provides food, beverage and event services both on-site at the 519 Community Centre and beyond! Some of our offerings are:

- Fresh, homemade food to meet all tastes – Anything from simple snacks and small bites to a multi-course feast (delivery available for an additional charge).
- Fully staffed events, receptions and cocktail parties, including canapés and bar service
- Customized dishes and individualized menus to meet all occasions – if we don't offer it, we can probably make it for you!

**Clients include:** Ministry of Education, Treasury Board Secretariat, Ryerson University, Canada's National Ballet School, TD Bank



**Friends Catering** – 145 Queen Street East, Toronto, ON M5A 1S1 **FriendsCatering.ca**

Contact: Chris McNeil T: 416-364-8220 E: [cmcneil@fredvictor.org](mailto:cmcneil@fredvictor.org)

**Social Value:** Friends Catering provides jobs for individuals in our community who are experiencing substantial barriers to finding employment. We work with newcomers and people re-entering the workforce, as well as people dealing with addiction and issues of mental health. We provide training and work experience in the food service industry, while giving our trainees the support needed to move forward with their employment and educational goals.

**Capabilities:** Friends Catering can cater events large or small. We feature a variety of options for breakfast, lunch, dinner, breaks and receptions. We can cater events be they large or small, cold or hot, high end and affordable. Our menus provide a number of delicious options but we also cater customize menus according to our client's needs. We deliver our meals and can also provide staffing for any type of function.

**Clients include:** Health Force Ontario, Tippet Foundation, Ontario Women's Directorate, Ministry of Community and Social Services, City of Toronto Social Policy, Analysis & Research and The Logistics Institute.

## **COURIER SERVICE**



2168 Danforth Avenue, Toronto, ON M4C 1K3 **[www.awaycourier.ca](http://www.awaycourier.ca)**

Contact: Meredith Cochrane T: (416) 424-2266 x 225 E: [execdir@awaycourier.ca](mailto:execdir@awaycourier.ca)

**Social Value:** In 1987, A-Way Express was established by survivors of mental health challenges. We provide meaningful employment opportunities, promote work as central to poverty-reduction, health and wellbeing, and community integration. We employ 60 people in a supportive workplace that promotes stability and recovery from mental health issues.

**Capabilities:** An environmentally sustainable business choice with zero footprint. With our state of the art Qualikom System we can place and track your order with ease and give you a price quote instantly.

- Same-day courier service with a roster of 50 couriers
- Basic rate from \$6 to \$20
- Delivery by public transit
- You add nothing to city pollution or congestion by choosing A-Way

**Clients include:** Ryerson University, Toronto Lawyers Assoc., NOW Magazine

# TURN aROUND COURIERS

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201-597 Parliament St., Toronto, ON M4X 1W3 [www.turnaroundcouriers.com](http://www.turnaroundcouriers.com)  
Contact: Richard Dernham T: (416) 260-1400 E: [richard@turnaroundcouriers.com](mailto:richard@turnaroundcouriers.com)

**Social Value:** We are dedicated to helping at-risk youth in the GTA overcome social & economic obstacles by providing them with the chance to get ahead. We also partner with George Brown College to ensure our couriers continue their studies while they work. This mission is provided free of charge to the couriers. We feel that this markedly increases the social impact that we have as a company in Toronto.

**Capabilities:** We are the third largest bicycle courier firm in Toronto. We deliver packages in downtown Toronto and throughout the GTA by car, van and bicycle. We have been in business for 13 years.

**Clients include:** RBC Financial Group, BMO Bank of Montreal, PwC, The Daniels Corporation



720 Bathurst Street, Unit 411, Toronto, ON M5S 2R4 [www.goodfootdelivery.com](http://www.goodfootdelivery.com)  
Contact: Courtney Ayukawa T: (416) 572-3771 M: 647-655-3068  
E: [courtney@goodfootdelivery.com](mailto:courtney@goodfootdelivery.com)

**Social Value:** The national average unemployment rate is 7.2%. For people with disabilities, the rate is 25% to 50% (varies depending on how you measure). With an unemployment rate 3x to 7x higher than the national average, it's evident that people with disabilities can struggle to find work. At Good Foot, we're looking to change that. Over the past 5 years, we have grown into a flourishing, not for profit courier organization with nearly 30 staff living with developmental disabilities. For our staff, Good Foot provides an opportunity for financial independence, self-direction, and responsibility, as well as a community to which they are integral contributors. A 2014 University of Toronto report on our operations shows that for every \$1 that goes into Good Foot, there is \$2.36 of Social Return on Investment.

**Capabilities:** We are a not for profit courier organization that uses only public transit (TTC) and walking to make all of our deliveries. Resulting in an environmentally friendly, in addition to socially responsible, courier service.

- 2 service levels for deliveries: basic (delivered by 5pm) and express (delivered in 2.5 hours)
- Last orders for same day deliveries are 2:30pm and 4pm for basic and express, respectively.
- We've partnered with UPS to facilitate Canada-wide deliveries for our customers at a 30% UPS discount.

**Clients include:** CIBC, Beanfield MetroConnect, Robins Appleby LLP, Niche Essential Meals

## TRANSLATION/INTERPRETATION



503-489 College St., Toronto, ON M6G 1A5 [www.interpreterservicestoronto.ca](http://www.interpreterservicestoronto.ca)  
Contact: Maricela Lozano T: (416) 323-9140 x 250 E: [maricela@schliferclinic.com](mailto:maricela@schliferclinic.com)

**Social Value:** IST is a social purpose enterprise of the Barbra Schlifer Clinic, a specialized clinic for women experiencing violence. Profits generated from IST are used to subsidize the cost of interpreter training for immigrant and refugee women. Our well-trained and fairly paid interpreters enrich the community by providing greater access to affordable interpreter services.

**Capabilities:** With a roster of 300 interpreters and over 200 languages, IST provides exceptional, professional interpretation and translation services to health, legal, business, government and other organizations in the GTA 24-hours a day, 7-days a week. Getting the message right the first time saves time, saves face, and saves money!

**Clients include:** TO2015 Pan Am Games, The Co-operators Group Ltd.

## LANDSCAPING/GROUNDS MAINTENANCE



116 Industry Street, Toronto, ON M6M4L8 [www.greenLEF.org](http://www.greenLEF.org)  
Contact: Craig McIntyre E: [cmcintyre@lefca.org](mailto:cmcintyre@lefca.org) T: 416-769-0830 x 2054

**Social Value:** greenLEF Landscaping offers training and employment opportunities to youth ages 20 to 29 in the local community to gain employment in the landscaping and grounds management industries with hopes of leading them on a career path. We base our training and workforce on the demands of the industry to ensure skills are relevant.

**Capabilities:**

- Landscaping Services
- Soil Preparation, Planting, and Cultivating
- Forest Nurseries and Gathering of Forest Products

Our equipment includes: Truck, trailer, Kubota utility truck and trailer, zero turn mower, commercial push mowers, chainsaws, line trimmers, hedgers, backpack and handheld blowers, fertilizer spreaders, all hand-held tools, etc.

**Clients include:** Ontario Parks Association, Landscape Ontario, TRCA



# RENOVATIONS



116 Industry Street, Unit 208, Toronto, ON M6M 4L8 [www.buildingup.ca](http://www.buildingup.ca)  
Contact: Marc Soberano T: 416-769-0830 x 2021 E: [marc@buildingup.ca](mailto:marc@buildingup.ca)

**Social Value:** Building Up trains and employs people with multiple barriers to employment to carry out each and every project we undertake. Participants are paid fair wages for their time in the field and the classroom. The revenues generated by our work funds an extensive in class training program where participants upgrade their math, literacy, social skills and workplace essential skills. Following their time with Building Up, participants are placed with long-term apprenticeship opportunities across local trades unions.

**Capabilities:** We have experience carrying out water efficiency retrofits, energy efficiency retrofits, kitchen renovations, bathroom renovations, painting and patching. Building Up has a master plumber and journeymen painter on staff to oversee each and every project.

**Clients include:** Toronto Community Housing, Centre for Social Innovation, TMG

# PUBLIC ART



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c/o Art Hub 27, 39 Queens Quay East, Unit 100, Toronto, M5E 0A4  
[www.stepsinitiative.com](http://www.stepsinitiative.com) [www.thepatchproject.com](http://www.thepatchproject.com)  
Contact: Alexis Kane Speer E: [alexis@stepsinitiative.com](mailto:alexis@stepsinitiative.com) T: 647-999-0213

**Social Value:** We are a community-minded public arts agency, operated by one of Canada's most notable public arts non-profits - The STEPS Initiative. We improve the urban experience for diverse audiences, by transforming urban spaces into an ongoing curated exhibition. We allow our clients to support emerging and local Toronto artists, while also better connecting with and supporting their clients/users/members through interactive live-arts and graphic facilitation.

**Capabilities:** 30+ art installations across Toronto, several of which were large-scale and engaged thousands of community members. One of our large scale projects included a live-art painting experience during Nuit Blanche for a client in the development industry.

- Permanent and temporary art installations
- Live arts creation (both indoor and outdoor)
- Graphic facilitation (for conferences / event)

**Clients include:** Tridel Corp., Toronto Community Housing, Infrastructure Ontario, Toronto District School Board

# CONFLICT RESOLUTION/MEDIATION

St. Stephen's  
Community House

Conflict Resolution & Training

91 Bellevue Avenue, Toronto, ON M5T 2N8 [www.sscto.ca](http://www.sscto.ca)  
Contact: Peter Bruer T: 416-925-2103 E: [bpeter@sscto.ca](mailto:bpeter@sscto.ca)

**Social Value:** Our professional mediation, training, coaching and other services are functionally connected to our grant supported neighbourhood mediation service and court-connected restorative justice work. We hire our own professional trainers to train the many hundreds of volunteers we have had in those programs. We offer volunteers and student interns (in partnership with Dispute Resolution programs in several colleges and universities) the possibility of a start on a professional career, including real-world experience, mentoring and ongoing training. Practically all our professional clients are providers of social, government and private sector basic needs services (esp. housing), where our services improve the capacity of these clients to deliver those services. Some of our clients benefit by improving their use of our community service, and even by making referrals to community mediation an ongoing practice exercise following our training.

**Capabilities:** CRT has 30+ years' expertise delivering multiple dispute and conflict resolution and management services including:

- interpersonal mediation
- workplace and organizational conflict resolution
- restorative justice
- conflict coaching
- group facilitation, team building
- public and custom training in all of the above and in effective communication and other topics, and
- consulting in design and implementation of conflict management systems.

Our roster of professional associates is diverse and flexible, able to work in whatever combinations match client needs for types and numbers of intervenors. Our services are capacity-building by design, improving interpersonal relationships, thereby resolving the root causes of conflicts, giving people the capacity to resolve other conflicts themselves.

**Clients include:** City of Toronto, Toronto Community Housing, Ontario Power Generation

# LINENS & DISPOSAL SERVICES



## **LINENS & DISPOSAL SERVICES**

312 Broadview Avenue, Toronto, ON M4M 2G9

<http://thegateway.ca/what-we-do/gateway-linens-disposal-services/>

Key Contact: Stewart King, Manager M: 647-302-5752 E: [stewartking@thegateway.ca](mailto:stewartking@thegateway.ca)

**Social Value:** Gateway Linens & Disposal Services is a social purpose enterprise of The Salvation Army that provides industrial laundry and garbage (waste management) disposal services. The revenue generated through these services helps to sustain a range of endeavours for the social good. This enterprise serves as an employment retraining program incorporated with structured, individualized case management that supports individuals experiencing marginalization and barriers to employment, notably through homelessness. The ultimate purpose is to serve as a transforming influence in the lives of program participants, providing the opportunity to learn, to grow and to move toward self-reliance.

**Capabilities:** Gateway Linens & Disposal Services will provide:

- Full-service laundry operation including pickup and delivery;
- Garbage/waste removal and disposal services;
- Limited station-to-station moving services;
- A commitment to consistent service excellence.

**Clients include:** City of Toronto Shelter, Support & Housing Administration; The Salvation Army Divisional Headquarters; various shelters, transitional housing, drop-in centres; other social enterprises including CAMH's Out of This World Café & Catering.

## CORPORATE GIFTS



120 Industry Street, Toronto, ON, M6M 4L8 - 416 363 6441

Contact: Heidi Pyper E: [heidi@foodshare.net](mailto:heidi@foodshare.net) T: 416 417 2883 [www.foodshare.net](http://www.foodshare.net)

**Social Value:** FoodShare Toronto is a charity working to improve both consumption and knowledge of vegetables and fruits through community lead projects. We focus our work in schools and communities facing the most food insecurity.

**Capabilities:** Baskets are loaded with goodies made in the FoodShare kitchen or by our close friends and small businesses that have incubated at FoodShare, like The Love of Tea, an organic tea maker, Veda's spiced chickpeas, and Terra Chips from our Kitchen Sponsor Hain Celestial Canada.

**Prices:** \$50, \$90, \$135. Baskets can be picked up or delivered/shipped in Canada for a fee. *Gifts of \$90 and more are entitled to a charitable tax receipt for a portion of the cost. (\$30 per \$90, \$45 per \$135 basket)*

**Clients include:** CIBC, TDSB, University of Toronto, and more!

# CAR/FLEET CLEANING SERVICES



**Detailing Knights** 143 Heartlake Road, Brampton, ON L6W 3K1  
**www.detailingknights.com** Contact: Ryan Knight T: 647-225-3309 E:  
[ryan@detailingknights.com](mailto:ryan@detailingknights.com)

**Social Value:** The Detailing Knights assist individuals, particularly those from low income neighbourhoods that face multiple barriers to employment, to learn how to become entrepreneurs. Ranging from mental illness, conflict with the law or lack of academic education, our program helps them start a small business and gain the skills needed to live an independent and sustained life. The entrepreneur leadership training provides employment with Detailing Knights and workshops to build personal and social skills that help these individuals directly while also building up our communities.

**Capabilities:** The Detailing Knights provide an environmentally friendly car cleaning service for customer vehicles or company fleets. Mobile service provides cleaning at client's location for added convenience. Power washing and janitorial services also available.

- exterior vehicle cleaning
- interior cleaning
- location cleaning

**Clients include:** Zipcar Toronto/Avis Rent a Car, Toronto Hyundai, Stouffville Toyota, and Mississauga Parking Enforcement to name a few.

# COLLABORATORS

The suppliers listed below have made a commitment to collaborate with social enterprise, where and when appropriate.



Aboriginal Printing  
C o r p o r a t i o n

200 Bay Street, Toronto, ON M5J 2J6 [www.aboriginalprinting.com](http://www.aboriginalprinting.com)  
Contact: Steve Bolduc T: 416-865-1455 E: [info@print-three.com](mailto:info@print-three.com)

**Company Profile:** The Aboriginal Printing Corporation (APC) was founded in the heart of the financial district of Toronto, and has grown throughout Canada and the globe from countrywide ownerships and international strategic partners, which include Print Three. Today, the APC is the largest 100% owned certified Aboriginal printer in Canada. Aboriginal Printing Corporation offers a wide variety of print products for corporate businesses including, but not limited to, colour photocopies or black and white copies, annual reports, legal printing, binding, business cards, letterhead, envelopes, posters, postcards, brochures, and flyers.

**Social Value:** APC is an Aboriginal owned corporation driving business opportunities and advancing corporate social responsibility for the Aboriginal community. Also, APC creates a social impact investing strategy to help Aboriginal and non-Aboriginal persons (Costi Immigrant Services) in obtaining greater access to the workforce. This is done through internships, on the job training, and junior and senior job positions.

**Capabilities:** The Aboriginal Printing Corporation team consists of specialists in traditional print, such as sheet fed, Web press, ink and paper, but has also developed expertise in modern digital tools to maximize client options and satisfy their immediate requirements. Our 150,000 square foot print production facility is both FSC and ISO certified and operates 24/7. It incorporates the latest Heidelberg equipment in Web press and sheet fed printing, in-line UV inks and coating, and a full in-house bindery and finishing department to meet all your print requirements under one roof.

Our team of print professionals are committed to the speed, efficiency, and accuracy of your print projects. To accomplish this, we have at your disposal the power of online tools, the breadth of a 150,000 square foot printing facility, and same day print and distribution services across Canada or the globe. We have 60 strategic distribution points across Canada and over 250 across the US and around the globe. This allows for national accounts to be serviced locally, same day, across Canada and abroad.

**Clients include:** Royal Bank of Canada, Scotia Bank, Canadian Imperial Bank of Commerce, BMO – Bank of Montreal, TD Banking, Pan Am Games - TO 2015, Schulich School of Business, York University, University of Toronto, University of Waterloo, Ryerson, George Brown College, Toronto Stock Exchange, Rogers Communication, Telus, Toronto Star, Grant Thornton, JP Morgan, KPMG, ABN – AMRO, Fairmont Hotels and Resorts, Xerox Canada, Barrick Gold, Deloitte, Visa, Century 21, IKON, BDO, Cushman & Wakefield, Toronto Hydro, Energy Services, Air Canada, Business Development Bank of Canada, Starbucks, Canada Council for Aboriginal Business, CAMSC – Canadian Aboriginal Minority Supplier Council, TransCanada, CN, GO Transit, Metrolinx, GWL Realty Advisors, Oxford Properties, GWL, Brookfield Properties, Merrill Lynch, City of Toronto, Ontario Government and Ministry Departments, Federal Government, and Nation Talk.





1173 Dundas Street East, Suite 130, Toronto, ON M4M 3P1 [www.sparkinc.net](http://www.sparkinc.net)  
Contact: Jane Shanab T: 416-405-9896 E: jane@sparkinc.net

**Social Value:** Spark Inc. is a full service Corporate Communications and Event Management Company based in Toronto. We are committed to utilizing the community resources whenever possible in the execution of our client's events.

**Capabilities:** Owned and operated by Jane Shanab, Spark has consistently delivered strategic thinking, dynamic events and creative solutions to our clients since 2001. From multi-faceted Sales Conferences and Annual General Meetings to Award Galas, Trade Shows and Charity Galas, Spark's events are professionally managed and skillfully executed, every time. We provide overall event management plus technical and event services, including furniture, tent rentals, décor, A/V equipment, and more.


**Clients include:** Loblaws Companies Limited, Staples, Bayer Canada, National Bank, Humber Students Federation, Plan Canada (*Top 20 Under 20*), The Learning Partnership

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-Djukic, E: [adjukic@uwgt.org](mailto:adjukic@uwgt.org) M: 416-312-6315

## West Park Healthcare Centre Schedule of Works by Division

Activity ID	Activity Description	Duration	Start	Finish
Schedule of Works by Divisions				
SWS-100	Site Services/ Early Works	1400	04-Mar-19	27-Sep-24
SWS-110	Piling/ Lagging	181	04-Mar-19*	06-Dec-19
SWS-120	Excavation (Bulk/ Detailed)/ Backfill	75	21-Jan-20*	21-May-20
SWS-130	Formwork/ Concrete	115	30-Jan-20*	28-Jul-20
SWS-140	Rebar/ Concrete	277	09-Apr-20*	21-Jun-21
SWS-150	Mechanical	277	09-Apr-20*	21-Jun-21
SWS-160	Electrical	596	14-Oct-20*	28-Feb-23
SWS-170	Interior Masonry	596	14-Oct-20*	28-Feb-23
SWS-180	Precast	287	04-Nov-20*	23-Dec-21
SWS-190	Paint	122	22-Jan-21*	03-Aug-21
SWS-200	Curtain Wall/ Glazing	343	05-Feb-21*	17-Jun-22
SWS-210	Roofing	141	26-Feb-21*	30-Sep-21
SWS-220	Structural Steel	121	26-Mar-21*	28-Sep-21
SWS-230	Drywall	76	05-Apr-21*	28-Jul-21
SWS-240	Landscaping Prior Substantial Performance	241	04-Jun-21*	19-May-22
SWS-250	Wall Tile	42	29-Jul-21*	28-Sep-21
SWS-260	Flooring	201	15-Sep-21*	04-Jul-22
SWS-270	Door & Hardware	196	29-Sep-21*	11-Jul-22
SWS-280	Demolition	201	21-Oct-21*	09-Aug-22
SWS-290	Landscaping After Substantial Performance	90	27-Sep-23*	21-Feb-24
		157	29-Jan-24*	27-Sep-24

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**EllisDon**  
INFRASTRUCTURE Healthcare

**Apprenticeship Program Tracking Sheet**  
West Park Healthcare Center

No.	Company Name	Start Date on Site	End Date on Site	Total Months Compliant
1	Company A	1 May-18	Ongoing	4
2	Company B	7 Jun-18	Ongoing	1
3	Company C	18-Jun-18	Ongoing	3
5				4
6				5
7				5
9				6
10				7
11				8
12				8
13				11
14				12
15				13

**EllisDon**  
INFRASTRUCTURE Healthcare

## TEMPLATE TRACKER

West Park Healthcare Center

Company Name	May 18 Employees	Total Onsite Apprentices	Percent Apprentices	Jun 18 Employees	Total Onsite Apprentices	Percent Apprentices	Jul 18 Employees	Total Onsite Apprentices	Percent Apprentices	Aug 18 Employees	Total Onsite Apprentices	Percent Apprentices
Company A	10	2	20	9	2	22	10	2	20	10	3	30

Company Information	
Start Date on Site	
End Date on Site	
Address	
Phone Number	