


MTC-000-COM-PLN-00003	Apprenticeship Plan	
Revision No. 01B	Owner: Paulette den Elzen	Finch West LRT

The Finch West Light Rail Transit (LRT) Project

Works Submittal: Apprenticeship Plan

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1.0 APPRENTICESHIP PLAN

1.1 Background

Metrolinx and Infrastructure Ontario selected Mosaic Transit Group (MTG) to design, build, finance, and maintain the Finch West Light Rail Transit (LRT) project, part of the Province of Ontario's plan to provide a truly regional rapid transit network. Finch West LRT will connect northwest Toronto to the subway and to transit services from York Region to Peel Region.

The 11 km Finch West LRT will run along Finch Avenue, from Humber College (Highway 27) in the west to the new Finch West Subway Station in the east (at Keele Street). It will be connected to the existing TTC lines and operated by the TTC. Construction is expected to start in spring 2019.

When it's up and running, the \$1.4 billion Finch West LRT transit system will make commuting in Toronto's northwest end easier than ever before.

What's more, building the line will create more than several hundred jobs at peak construction, and other significant economic benefits.

1.2 Finch West Community Benefits

Similar to the Eglinton Crosstown LRT (the Crosstown), the Province of Ontario contractually requires the developer, MTG, to ensure that local communities, and historically disadvantaged and equity seeking groups directly benefit from the province's investment in the Finch West LRT.

MTG will also provide opportunities for local suppliers and social enterprises to provide goods and services required for the Project, whenever possible.

The Community Benefits requirements grew out of the historic 2014 Community Benefits Framework signed by Metrolinx and the Toronto Community Benefits Network (TCBN) for new transit projects. The requirements complement those in the province's Infrastructure for Jobs and Prosperity Act.

MTG recognizes and agrees, that public infrastructure planning and investment should promote economic competitiveness, productivity, job creation and training opportunities for local communities and priority groups. There is strong stakeholder interest in MTG's progress on community benefits initiatives and as a result, Metrolinx and MTG may be called on to demonstrate measurable results.

MTG is a consortium of ACS Infrastructure Canada Inc., Aecon, and CRH Canada Group Inc., all of which regularly engage in building capacity and investing in the communities in

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which they work. More information on their community and workforce investments is included in Appendix A.

1.2.1 Goals of Apprenticeship Partners

- Metrolinx, IO, MTG, the Toronto Community Benefits Network, the Ministry of Training, Colleges and Universities and the United Way Greater Toronto aspire to achieve a goal of employing apprentices or journeypersons from historically disadvantaged communities and equity seeking groups to perform 10% of all trade or craft working hours, on a trade-by-trade basis, required to construct the Project.
- Together, they will:
 - Cooperate, collaborate and actively involve government, business, labour and community partners.
 - Motivate trade unions, pre-apprenticeship programs and other organizations that prepare apprentices to provide a readily available supply of qualified apprentices and journeypersons from historically disadvantaged communities and equity seeking groups.
 - Track quarterly and report annually MTG's and the other partners shared accountability and progress in achieving the 10% aspirational target.
 - Be accountable and transparent with each other when implementing and reporting on the objectives of the program.


1.2.2 Apprenticeship Plan Requirement

In accordance with the Project Agreement, MTG shall include in the Apprenticeship Plan an approach to:

- Achieving the apprenticeship goals; because MTG is a consortium of companies, each will have existing complex labour obligations that must be respected and are subject to applicable laws.

1.2.3 Plan Objectives

- Maximize the number of apprenticeships for the trades required to construct the Finch West transit system:
 - Create good paying, skilled jobs that provide strong future employment potential; and;
 - Meet the labour needs of MTG and its subcontractors
- Contribute to a coordinated, streamlined process for those from historically disadvantaged communities and equity seeking groups entering the construction trades by promoting the use of existing trade union training programs and the newly created "Construction Connections";
- Facilitate communication and coordination, as well as build relationships among the Toronto Community Benefits Network and its affiliated groups, trade unions, the Ministry of

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Training, Colleges and Universities, City of Toronto Employment and Social Services, the United Way Toronto and other social and employment service providers; and


- Track, evaluate and annually report on Apprenticeship Plan results, including the number of apprentices that are employed on the Finch West LRT Project, as well as those who start their apprenticeship program on the Project.

1.2.4 Strategies

- Liaise with trade unions to establish specific objectives for apprenticeship opportunities for the Project on a trade-by-trade basis;
- Liaise with trade unions to identify apprenticeship opportunities for each trade required on the Project and to identify apprentices of diverse backgrounds (i.e., racialized youth, women, Indigenous People) through hiring halls;
- Receive confirmation that apprenticeships will be registered with the Ministry of Training, Colleges and Universities and the Ontario College of Trades, as applicable;
- Focus the Project's apprenticeship program on youth-at-risk, historically disadvantaged groups, low-income, racialized people, military veterans, women, Indigenous persons, newcomers to Ontario, persons with disabilities and residents of the community in which the Project is located.
- Require large sub-contractors providing construction trades on the project to sign the Apprenticeship Declaration, track and report on the number of apprentices they hire, and to consider apprentices on the Ready to Hire list prepared by Construction Connections, Toronto Community Benefits Network and the Ontario Youth Apprenticeship Program.

1.2.5 Project Factors Influencing Apprenticeship Opportunities

- As with all large construction projects, constructing the Finch West LRT transit system involves many construction activities that will vary over the course of the Finch West LRT. Work primarily involves heavy civil works and activities such as utility relocations, shoring, earthworks and concrete reinforcement along the corridor, as well as the start of the LRT stops construction, involving concrete and rebar work. MTG estimates starting electrical, mechanical, communications, signaling and track installation works in the latter half of the Project.
- To ensure safety on more complex work, more experienced apprentices or journeypersons from targeted communities will be considered.
- MTG has a 30-year contract to maintain and rehabilitate the Finch West LRT's trains, track work and communications system. While this does open long-term apprenticeship opportunities, those opportunities will require less person hours of work at any given time, and there will not be the need for the same volume/continual intake of apprentices as during the construction period.

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1.2.6 Partnership & Collaboration

1.2.6(a) Local residents and historically disadvantaged communities.

While MTG must deliver a number of community benefits initiatives including the Apprenticeship Plan, doing this successfully and efficiently, is largely dependent on collaborating with the Project owner and similarly aligned organizations, while capitalizing on a number of existing employment, pre-apprenticeship and apprenticeship programs. MTG's Community Benefits and HR staff will help facilitate and connect those organizations to MTG subcontractors to increase awareness and understanding of the pre-apprenticeship and apprenticeship process. They will also increase the subcontractors understanding of the Project's apprenticeship program that focuses on youth-at-risk, historically disadvantaged groups, low-income, racialized people, military veterans, women, Indigenous persons, newcomers to Ontario, persons with disabilities and residents of the community in which the Project is located.

1.2.6(b) Toronto Community Benefits Network

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


MTG, Metrolinx and TCBN will collaborate through the Finch West Community Benefits Working Group.

1.2.6(c) Construction Trade Unions

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

1.2.6(d) Labour Market Partnership – Construction Connections

In 2017, Construction Connections was established by the City of Toronto and the Ontario Ministry of Training, Colleges and Universities, creating a one-stop shop for workforce development and employment services for job seekers and employers in Toronto. It connects job seekers who need the most help to training and jobs on infrastructure projects, such as the Finch West LRT. MTG will partner with Construction Connections to assess and identify suitable candidates for employment, training and pre-apprenticeship/apprenticeship opportunities on the Project.

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1.2.6(e) Employers

MTG's subcontractors will provide most of the construction jobs for apprentices and other workers as they will do most of the work required to complete the Finch West LRT transit system. MTG's apprenticeship requirements are being passed down to the subcontractors through the procurement and contracting process. MTG will ensure that subcontractors understand the importance of the apprenticeship requirements early in the process. MTG will also ensure that they have the information required to hire apprentices in conjunction with unions and construction employment service providers. MTG will inform subcontractors that the Apprenticeship Plan focuses on youth-at-risk, historically disadvantaged groups, low-income, racialized people, military veterans, women, Indigenous persons, newcomers to Ontario, persons with disabilities and residents of the community in which the Project is located.

1.2.7 Definition of an apprentice

An apprentice is registered with the Ontario Ministry of Training Colleges and Universities and the Ontario College of Trades, and has signed a Contract of Apprenticeship with a union or employer.

1.3 Finch West LRT Apprenticeship Opportunities by Trade


As with all large construction projects, constructing the Finch West LRT involves many construction activities that will vary over the course of the project.

Understanding the type of labour required and the timing of labour requirements is critical to ensuring an adequate supply of skilled labour. At the time of the development of this Apprenticeship Plan, the construction trades schedule for the Finch West LRT project is not complete. By spring 2019, MTG will provide trade unions, subcontractors and Construction Connections with the construction trades schedule that are known and provide updates every six months.


1.3.1 Construction Trades

Apprenticeship opportunities will be maximized to the extent trade is required on the Finch West LRT Project. Below is a comprehensive list of all construction trades as defined by the Ontario College of Trades.

- Architectural Glass and Metal Technician
- Brick and Stone Mason
- Cement (Concrete) Finisher
- Concrete Pump Operator
- Construction Boilermaker
- Construction Craft Worker
- Construction Millwright

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

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1.4 Finch West LRT Apprenticeship Program

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

The varied nature of apprenticeship programs adds to the complexity of delivering and tracking a unified strategy. MTG also recognizes that apprentice training in Ontario, apprentice recruitment, and on-the-job training is jointly managed by contractors and unions. Further, they are subject to the contents of the collective agreements that exist between the trade unions and the contractors to which they supply labour.

1.4.1 Self-Performed Work

MTG will be subcontracting most of the construction activities on Finch West LRT and as such will not be self-performing in general.

1.4.2 Subcontracted Work

MTG will pass down the Project Agreement's apprenticeship requirements to subcontractors.

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

Those subcontractors who are contractually required to provide apprenticeship training will also be required to report quarterly to MTG on the number and types of apprentices working on the Project sites. MTG will have the right to audit this information including conducting site visits.

1.4.3 Program for At-Risk Youth and Historically Disadvantaged & Equity Seeking Groups

MTG will use and promote the use of new and existing programs to provide apprenticeship opportunities to youth-at-risk and historically disadvantaged and equity seeking groups, such as:

1.4.4 Construction Connections

The Construction Connections is specifically focused on streamlining the process and supporting at-risk youth, and historically disadvantaged and equity seeking groups to successfully pursue a career in the trades.

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Its recruitment, screening and employment readiness initiatives will be based on employer hiring needs with an initial focus of preparing job seekers to meet the needs of infrastructure projects, such as the Finch West LRT transit system construction. Finch West LRT is one of five pilot projects that is being conducted by the Ontario Ministry of Infrastructure and that will use the services of Construction Connections. In addition to providing/coordinating job skills training, the pathway will also deliver wrap-around supports such as childcare and assistance with purchasing tools or initial union dues, to reduce barriers and help ensure apprentices may complete their training.

1.4.5 Existing Programs

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

1.4.6 Engagement of Community Residents

MTG will develop complementary plans to the Apprenticeship Plan, including the Community Benefits and Liaison Plan and the Community Engagement and Stakeholder Relations Plan. Those plans will consider the specific needs of the community and recommend strategies to inform, engage and connect with local community members along the Project corridor.

1.4.7 Engagement of At-Risk Youth

MTG is looking at a range of programs to engage at-risk youth and other targeted populations, which may include but is not limited to the Hammer Heads Pre-Apprenticeship Program, which is run by the Central Ontario Building Trades (COBT), Construction Connections, Building Up, George Brown College's Women Transitioning to Trades and Employment, and other programs that provide a pathway into the apprenticeship program. The Hammer Heads Program is connected through the COBT to Allied Partners who include LiUNA 183, LiUNA 506 and the International Union of Operating Engineers Local 793. Hammer Heads participants are between 18 and 26 years of age and reside in a priority neighbourhood or under-resourced community within the City of Toronto. Hammer Heads introduces youth to several different construction trades while developing skills important to successful long-lasting careers in construction. The program is comprised of safety training, hands-on skills development, mentoring and coaching.

The CHOICE Carpentry Pre-Apprenticeship Program will also be leveraged to work with at-risk youth. The goal of the CHOICE Youth-at-risk Pre-apprenticeship Program—offered in partnership with the College of Carpenters and Allied Trades, Carpenters Local Union 27, Toronto Community Housing Corporation, Housing Services Inc. and the YMCA—is to

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stimulate economic development in low-income communities while providing youth from within those communities with rewarding long-term career opportunities in construction.

1.4.8 Engagement of Racialized and Immigrant Populations

MTG will also leverage the Hammer Heads Pre-Apprenticeship Program to work with racialized and immigrant populations.

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

1.4.9 Engagement of Military Veterans

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

The Military Employment Transition (MET) Program is a job finding initiative to assist Canadian Armed Forces (CAF) Members, Reservists, Veterans and Military Spouses.

With finding employment in the civilian workforce. MET serves as a bridge between the CAF and Canada Company's "Military Friendly Employer Partners". MTG will encourage subcontractors to explore opportunities to hire veterans and military spouses as we understand the valuable skills former military members can bring to this project.

1.4.10 Indigenous Persons

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

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

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1.4.11 Women in The Trades

Women Building Futures (WBF) is an organization based out of Edmonton, Alberta that accepts students from across Canada. Although the program is taught in western Canada, it is accessible to women in Toronto.

WBF is a leader in trades training for women, with extensive experience recruiting women into the heavy industrial workforce at a consistent employment placement rate of 90 per cent. WBF conducts workforce training—preparing women for success through skills training, safety certification, and academic upgrading; they conduct workforce coaching—to support training retention and long-term employment success and; they provide job retention support—to assist with securing and retaining apprenticeships and employment.


2.0 MAINTENANCE PERIOD

Pre-apprentices/apprenticeship opportunities, for which MTG is required to provide, will mostly occur during the Project's design and construction period. During the Operations, Maintenance and Rehabilitation Period (OMR), the transit system will be operated by the Toronto Transit Commission (TTC). Whereas, Mosaic Transit Partners Maintenance General Partnership (Mosaic Maintenance) will maintain and rehabilitate the infrastructure (i.e. communications and signaling) and vehicles. Further, many of the OMR activities under MTG's jurisdictions are not covered under the scope of qualifying trades for apprentices.

As MTG is committed to providing training to community members, it will explore apprenticeship opportunities in the OMR Period. Since apprentices are not allowed to work on their own, Mosaic Maintenance will implement apprenticeship programs in those activities where the staff numbers are large enough to justify the position and identify the ones to be considered.

MTG and Mosaic Maintenance are in the process of planning for the 30-year maintenance and hasn't decided about which Maintenance and Rehabilitation activities will be self-performed or subcontracted at this time. The following outlines how apprenticeships may be handled under one of two possible scenarios:

- In a self-perform scenario, Mosaic Maintenance will negotiate a collective agreement with a Union for the duration of the Maintenance term. Under this Collective Agreement Mosaic Maintenance will develop and implement specific objectives for apprenticeship opportunities in the qualifying trades applicable to Mosaic Maintenance activities.
- In a subcontracting scenario, Mosaic Maintenance will pass down Project Agreement apprenticeship requirements for meeting and reporting on apprenticeship achievements.

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MTG will support Metrolinx's "Transit in Your Community" school engagement program, where applicable.

3.0 Completion of Finch West LRT Initiated Apprenticeships

As with all large construction projects, constructing the Finch West LRT involves many construction activities that will vary over the course of the project. Work primarily involves heavy civil works and activities such as utility relocations, shoring, earthworks and concrete reinforcement along the corridor, as well as the start of the LRT stops construction, involving concrete and rebar work. MTG estimates starting electrical, mechanical, communications, signaling and track installation works in the latter half of the Project. There are a number of elements of the Apprenticeship Plan which should equip apprentices to receive training that contributes to them becoming journeypersons.

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

4.0 Reporting & Evaluation

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

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

5.0 MTG Apprenticeship Implementation Activities


5.1 Construction Activities

MTG and its subcontractors to provide construction schedule to unions and Construction Connections to assist with determining labour needs.

5.2 Communication & Facilitation

MTG to hold Apprenticeship Plan briefing session with trade unions and to provide annual update briefing.

- After plan is approved.

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MTG to hold Apprenticeship Plan briefing session with pre-apprenticeship programs and provide annual update briefing.

- After plan is approved.

MTG to hold Apprenticeship Plan briefing session with existing and future subcontractors and provide annual update briefing.

- When plan approved.

MTG to participate in the Community Benefits Working Group

5.3 Subcontractor Apprenticeship Requirements

MTG to include mandatory community benefits module in sub-contractor orientation

- As part of their on-boarding

MTG to require subcontractors to report quarterly on apprentices working on Finch West LRT construction sites and a summary of their strategy for providing apprenticeship opportunities.


- Update will be included in MTG's quarterly reports.

MTG to require mandatory session for subcontractors to provide information to individuals, local and small business/suppliers on project-related apprenticeship/business/services opportunities.

- Annually / delivered in parallel with public information centres, which will be planned in partnership with Metrolinx and the TCBN.

5.4 Evaluation & Reporting

MTG to report annually on the Apprenticeship Plan to the CBWG.

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Appendix A: MTG Partners Support Apprenticeship Training

Aecon

Aecon values the importance of a trained and competent workforce and embrace its responsibility as a local partner in a community. Aecon is also committed to maximizing participation of disadvantaged groups on the project, wherever possible.

Aecon boasts extensive Diversity Engagement Programs which support the inclusion, engagement, and participation of Indigenous communities, people with disabilities, women, and workers of visible minorities in their projects.

The Aecon team fully understands the importance of optimizing Economic Benefits, maximizing the employment of local labour and resource. Aecon develops and promotes the wellbeing of workers and enhance workers' technical and knowledge capacity.


Employment and Training

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

- Targeting priority neighbourhoods and local communities for a new generation of labour;
- Facilitating women and youth employment;
- Offering part-time jobs for youth and seniors; and
- Establishing a training program, and working with government-sponsored training programs for priority neighbourhoods and youth at risk.

Some of the major projects where Aecon has successfully implemented local benefit strategies and the inclusion of disadvantaged groups include two contracts at the Bruce Nuclear Generating Station in Kincardine, Ontario, the Inter Pipeline Expansion Project in Alberta, Lower Mattagami Hydroelectric Project in Ontario, Waneta Power Project in British Columbia, and the Alberta Clipper Pipeline Project.

As part of the Major Component Replacement (MCR) program at Bruce Nuclear Generation Station in Kincardine, Ontario, Aecon Six Nations (A6N), a joint venture between Aecon and the Six Nations Elected Council, is performing excavation and hydro vacuum work on the Centre of Site Electrical Distribution Phase 2 contract. As well, A6N will install equipment to

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

Social and Local Procurement

Procurement strategies previously adopted include:

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

Breaking the work into smaller parcels:


- Establishing supplier information websites and conducting workshops;
- Communicating with unsuccessful bidders to help them prepare for future opportunities.

Apprenticeships Aecon

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

Kiikenomaga Kilenjigewen Employment Training Services (KKETS), Ontario: In July 2013 KKETS and Aecon signed a MOU that expressed the formal commitment to work collaboratively to expand opportunities for the development and placement of a skilled Indigenous workforce and establish a formal relationship for mutually beneficial current and future employment opportunities in the Thunder Bay and Ring of Fire areas relating to highway, road construction, mining, and similar projects. Under the agreement, Aecon and KKETS will work collaboratively to develop "Remote Training Centers" to provide local access to community-based education, trades and apprenticeship training, operated by First Nations in a socially and culturally relevant environment. The Remote Training Centers take advantage of state of the art computerized technology systems and high-speed satellite broadband internet to connect communities.

Ktunaxa First Nation – Waneta Power Project in Trail BC: Extensive collaboration with Ktunaxa Nation including career exploration sessions and ongoing training programs

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available to members. Members have executed over 25,000 manhours.

Various citizens completed apprenticeship requirements through work on this project and have continued on to complete their Red Seal certification. The Ktunaxa Liaison Officer, hired from the Ktunaxa Nation worked closely with the Project Manager to ensure highest possible engagement and value. Recognition of the joint ventures collaboration efforts is expressed in a letter of recommendation from the Ktunaxa First Nation.

Dragados

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


Community Benefits

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

One of Dragados' examples of community investment and apprenticeship support program the company has been involved with is the I-595 Corridor Improvements Project, in Florida, US with a project value of \$1.575 billion. Dragados led several community activities to generate added value while supporting and enhancing the community. The I-595 Corridor Improvements Project generated substantial employment and training opportunities for the local communities of South Florida, which had suffered unemployment rates well above the US national average during the lengthy recession. At its peak in September 2011, the project had 1,400 full-time employees and nearly 350 part-time employees.

Social and Local Procurement

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

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Apprenticeship

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