

Apprenticeship Plan

2017 Annual Report



Photo: Crosslinx Transit Solutions, 2017.



Contents

Introduction	2
Apprenticeship Declaration	4
Toronto Community Benefits Network	5
Relevant Definitions	6
Background	7
Objectives	7
CTS Roles and Responsibilities	8
Internal Readiness	10
Relationship with Subcontractors	10
External Readiness	11
Relationship with Trade Unions	11
Labour Partnership – Construction Connections	12
Relationship with Pre-Apprenticeship Programs	12
Outreach	13
Tracking, Monitoring & Evaluation	14
Figures to Date	14
Tracking	14
Monitoring	14
Evaluation	14
The Team on the Ground	16
Our Apprentices	16
Maintenance	17
Mentorship	17

The information in this plan is current as of June 2017.

INTRODUCTION

Eglinton Crosstown LRT

We have spent the last year working with a large group of passionate and excited stakeholders to deliver on the CTS Apprenticeship Plan we released in May 2016.

As a joint venture consortium, comprised of EllisDon, SNC-Lavalin, Aecon and ACS - Dragados we have been building on past successes to forge into new territory on this Project. At this time, the ECLRT remains the largest infrastructure project in Canada, and one of the most promising opportunities for H&E groups in Toronto.

We are committed to our work in the community. We have a solid plan to build infrastructure, as well as people, between now and fall 2021.

This report will provide a snapshot of what we have been working on for the past year. Our intent is to provide continuity of employment for the historically disadvantaged and equity-seeking apprentices and journeypersons on the project. Our priority is the development of the Toronto workforce and the growth of the individuals who work with us.



Photo: CTS Transit Systems team at Cedarvale station site, 2017.



INTRODUCTION



Apprenticeship Declaration

Partnerships and collaboration are critical to successfully achieving our apprenticeship commitments. Since 2015, CTS has been working with a broad range of organizations to develop and implement the Eglinton Crosstown Apprenticeship Plan. Recognizing the shared responsibility for delivering an effective apprenticeship program, in November 2016, CTS, MetroLinx, Infrastructure Ontario, the Ministry of Advanced

Education and Skills Development, the United Way Toronto and York Region and the Toronto Community Benefits Network signed a landmark Apprenticeship Declaration. The Declaration makes a collective commitment to 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.

Photo: (Left to right) Daniele Zanotti, CEO, United Way Toronto & York Region; Ehren Cory, Divisional President, Project Delivery and CEO, Infrastructure Ontario; John Bisanti, CEO, Crosslinx Transit Solutions; Rosemarie Powell, Executive Director, Toronto Community Benefits Network; Sheldon Levy, Deputy Minister, Ministry for Advanced Education, and Skills Development; Bruce McGuaig, Former President & CEO, MetroLinx.

Toronto Community Benefits Network

Crosstown community benefits requirements grew out of the historic Community Benefits Framework. This framework was signed in 2014 by MetroLinx and the Toronto Community Benefits Network (TCBN) for new major infrastructure

investments in Ontario. Over the past year, the TCBN has been helping to connect interested residents from the community to promising pre-apprenticeship programs and labour unions. We are building on these relationships to make sure residents can work with us to build the Eglinton Crosstown.

Photo: Kathleen Wynne announces the signing of the apprenticeship declaration, December 7th, 2016.



Relevant Definitions

In an effort to ensure clarity, CTS has provided definitions of the terms used in this report.

Historically disadvantaged groups

Groups that have been historically excluded or marginalized from the processes and decisions that affect them. This group includes low-income, racialized and immigrant populations, and military veterans.

Equity-seeking groups

Equity-seeking groups include women, individuals who are members of visible minorities (racialized groups), Aboriginal persons, persons with disabilities, and individuals of non-heterosexual orientation or non-cisgender identity.

H&E

In this report we may refer to our commitment to both historically disadvantaged groups and equity seeking groups together, when doing so we use the abbreviation, H&E.

Neighbourhood Improvement Areas (NIAs)

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

Youth facing barriers to employment

Youth facing barriers to employment is a term that acknowledges that some youth are facing barriers that may include, but are not limited to: poverty, education, training, child care.

Apprentice

CTS has defined an apprentice as someone who is registered with the Ontario Ministry of Advanced Education and Skills Development (MAESD) and the Ontario College of Trades, and has signed a Contract of Apprenticeship with a union or employer.

In addition to adhering to the CTS Apprenticeship Plan, we must adhere to the combined labour obligations, project agreements, and legislation that are in place for the ECLRT. These legally binding agreements will allow us to deliver this \$5.3 billion project on-time and on-budget.

- Maximize the number of H&E apprentices and journeypersons for the trades that are required to construct and maintain the ECLRT:
 - » Create good paying, skilled jobs that provide strong future employment potential and;
 - » Meet the labour needs of CTS, its subcontractors and future construction and maintenance industry.

- Contribute to a coordinated, streamlined process for entering the construction trades by promoting the use of existing trade union training programs and the newly created Ministry of Advanced Education and Skills Development (MAESD)/City of Toronto Employment & Social Services (TESS) pathway for careers in the trades for at-risk youth.
- Facilitate communication and coordination, and build relationships among the Toronto Community Benefits Network, trade unions, employers, MAESD, TESS, United Way of Toronto and York Region, and other social and employment service providers.
- Track, evaluate and report annually on Apprenticeship Plan results, including identifying the number of H&E apprentices and journeypersons that are employed on the ECLRT project, including the apprentices who start and complete their apprenticeships on the project.

Note: Reporting for the Community Benefits and Liaison Plan is done separately and more frequently through the CTS Community Benefits and Liaison Plan Quarterly Report.

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



Ahmed Abdi with Journeyman Tommy Jefferson
Photo: Crosslinx Transit Solutions, 2017.

Name	Role	Responsibilities
CTS Constructors		
Denisa Leiba	People and Culture Director	Reports to the Project Director and President. Accountable for the successful execution of the Apprenticeship Program. Liaises with all staffing (union and non-union) divisions and project management team to support integration of community benefits initiatives across the organization. Works with commercial team on subcontractor commitments. Supports engagement, attends events, and helps plan training and skills development initiatives.
David Galvin	Labour Relations Manager	Reports to the People and Culture Director. Acts as internal Labour Relations advisor to CTSC and works with Construction leaders, parent companies and unions directly. Works with commercial team on subcontractor commitments. Supports Apprenticeship Program initiatives in the area of labour relations and attends events.
Kristin Jenkins	Communications & Public Engagement Director	Reports to the Project Director and President. Oversees strategic implementation of Community Benefits Plan and ensures integration across CTS Communications as appropriate. Leads all CTS Communications, public engagement, and external issues management. Has a primary interface with HMQE (Metrolinx and Infrastructure Ontario) through the Metrolinx Communications and Community Relations Director. Leads external issues management/crisis communications and provides media relations support.
Patience Adamu	Community Investments and Programs Lead	Reports to the Communications & Public Engagement Director. Primarily plans and implements Community Benefits strategy and initiatives, stakeholder relations and external issues management as required. Works collaboratively with CTS internal teams to deliver initiatives associated with CTS Community Benefits Plan. Primary interface with Metrolinx's Community Benefits Specialist, as well as other key stakeholders. Leads CTS Community Benefits Working Group (CBWG) member participation and action items. Attends all relevant coordination meetings/committees, community meetings and events.
Patricia Pytel	Corporate Communications Manager	Reports to the Communications & Public Engagement Director. Leads the development and implementation of the Construction Communications Plan. Supports the integration of Community Benefits initiatives across CTS communications as appropriate. Supports the promotion of Community Benefits initiatives, and provides external issues management and media relations support.
Viva Isbasoiu	Community Benefits Liaison Officer	Reports to the Community Investments and Programs Lead. Attends all CBWG meetings, and supports stakeholder meetings. Delivers on-the-ground community benefits liaison communications, stakeholder relations, and business liaison mandates. Anticipates issues, seeks mitigation and swiftly escalates public/stakeholder concerns to prevent and resolve community and business issues. Primary point of contact for local organizations supporting Community Benefits Initiatives. Supports CTS CBWG member participation and action items. Attends all relevant coordination meetings/committees and community meetings. Maintains records and databases and prepares quarterly reports associated with the project. Hosts/attends meetings/events along the corridor.
Monique Gordon	P&C Services Manager and Business Partner	Reports to the People and Culture Director. Supports community benefits initiatives in the area of employment, training, and skills development. Supports engagement, attends events, and helps plan training and skills development initiatives.

INTERNAL READINESS

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

Work in the first two years primarily involves heavy civil works and activities such as demolition, shoring, excavation, as well as the start of station construction with additional excavation, concrete forming and the associated concrete and rebar work.

In 2016, as major construction began in the third quarter, the Project Director issued a formal memo to ensure that internally there was a continued focus on Labour Relations and that the Apprenticeship Program commitments were understood across the organization. At this time, CTS Apprenticeship Program updates are given to station construction managers and site superintendents at management meetings on a regular basis.

Relationship with Subcontractors

CTS and our subcontractors will provide construction jobs for H&E apprentices and journeypersons. Subcontractors will carry out the bulk of the work required on the ECLRT, with CTS directly performing the balance. Apprenticeship Program commitments are being identified and included as subcontractor (this includes the Design Engineering work) obligations in the procurement and contracting process.

Project subcontractors understand the importance of the Apprenticeship Program and work with CTS to employ tradespeople in a manner that is consistent with the program.



EXTERNAL READINESS

While CTS must deliver a number of community benefits including the Apprenticeship Program, doing this successfully and efficiently is largely dependent on collaborating with similarly aligned organizations and capitalizing on a number of existing employment, pre-apprenticeship and apprenticeship programs.

Trade unions will make a significant contribution to the success of the Apprenticeship Program. Many unions have their own training facilities and deliver apprenticeship programs that are registered with the Ministry of Advanced Education and Skills Development and the Ontario College of Trades. A number of unions also fund and participate in a range of pre-apprenticeship programs for youth and other priority groups to prepare them for careers in the trades.

Because they provide ongoing support throughout the apprenticeship, unions play a central role in seeing apprentices through to the successful completion of their training, and supporting all tradespeople throughout their careers. CTS has been meeting with the unions, the H&E apprentices and journeypersons waiting to be deployed, since Financial Close in 2015. CTS is regularly engaged with senior union representatives with the goal of hiring H&E apprentices and journeypersons on the project.

Laborers' International Union of North America (LiUNA) 183 & 506

During the last quarter of 2016, CTS met with both labour union locals regarding the assistance and provision of workers who will meet CTS' obligations under the Apprenticeship Program.

Carpenters' District Council of Ontario, Local 27

CTS met with a class of first and second year apprentices to discuss the project schedule and future trades opportunities that will become available over the duration of the project.

International Union of Operating Engineers, Local 793

CTS met with a class of first and second year apprentices to discuss the project schedule and future trades opportunities that will become available over the duration of the project.



Left Photo: Crosslinx Transit Solutions Cedarvale site team inspecting LRT tunnel, 2017.
Right Photo: Building Up pre-apprenticeship program participants at the College of Carpenters and Allied Trades.



On May 1st and May 2nd, 2017, CTS joined organizations from all over the province at the Skills Ontario Young Women's Conference. This conference is dedicated to showing girls in elementary and high school that the skilled trades offer many great career opportunities for them.

We engaged with 1,600 young girls from grades 7 through 12 at our interactive booth. The girls learned about our project (the ECLRT) while participating in hands-on activities: they tried out various tools and techniques for concrete form work; they played around with a traffic control software; and they worked in small groups to build station boxes using various materials. We hope to continue to support young women interested in pursuing careers in the skilled trades.

The Ministry of Advanced Education and Skills Development (MAESD) has partnered with the City of Toronto Employment & Social Services (TESS) Division to create Construction Connections, a program designed to connect those interested in the trades with pathways to training and employment.

CTS regularly engages with Construction Connections as they work to launch their program and looks forward to continuing to support them.

Relationship with Pre-Apprenticeship Programs

CTS remains committed to supporting the connection of those who have completed pre-apprenticeship programs with meaningful apprenticeship opportunities on the ECLRT. As part of our Labour Requisition Process, CTS actively engages the unions and their respective pre-apprenticeship programs (i.e. Carpenters Local 27 and CHOICE Carpentry).



Left Photo: Building Up pre-apprenticeship program participants during classroom facilitation at the College of Carpenters and Allied Trades.
Right Photo: Carpentry apprentices working under site simulated conditions.

CTS is working with all aforementioned partners to track, monitor and evaluate the learnings, challenges and successes of the CTS Apprenticeship Plan.

Number of H&E* apprentices and journeypersons to date (May 2017)	17
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**Historically disadvantaged and equity seeking groups.*

Tracking

We have hired 17 H&E apprentices and journeypersons on the project. Our strategy is to support the apprentices that start their apprenticeships on our project and mentor them as far into completion as we can. Mentorship is at the centre of our execution of this apprenticeship endeavor. With fruitful mentorships, professional development is optimized and the critical connections with others in their trade are more likely to develop.

Monitoring

CTS is driving the recruitment of H&E apprentices and journeypersons on this project. Subcontractors report back to CTS on their labour structure (i.e. apprentice vs. journeyperson) on a monthly basis. Any corrective action, if needed, is done at the time of reporting.

Evaluation

The ECLRT is a project where all parties involved will learn about how to most successfully integrate new apprentices into the labour force. The success of this apprenticeship endeavor lies with the relationships that are created on the construction sites with the site superintendents and the journeypersons that take apprentices under their wing, as well as the trade unions who select, monitor and evaluate the performance of their newest members.



Building Up pre-apprenticeship program participants at the College of Carpenters and Allied Trades.

Mentorship is a critical part of the apprenticeship model in Ontario. As soon as the apprentice joins the ECLRT project they are introduced to team members who, as one of our apprentices said, 'have their back'.

On our project, apprentices trust the journeypersons they work with. It is that trust that allows the apprentice to join the team regardless of their background or level of experience, and feel welcome and comfortable at work every single day.

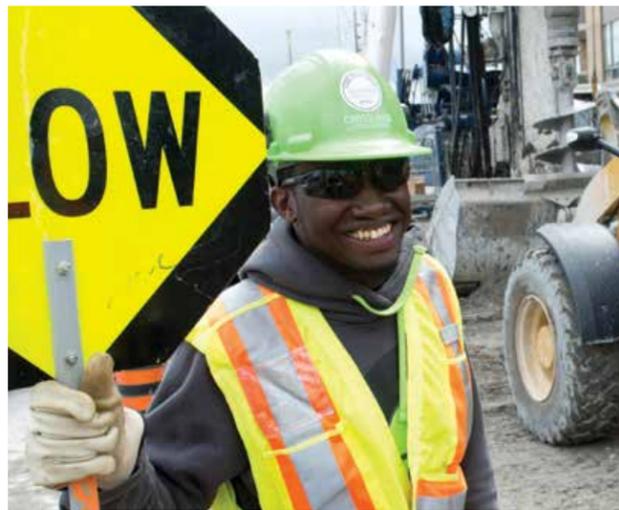
Our Apprentices

Every year we will highlight a few of the exceptional apprentices we've hired directly to work with one of our construction teams and help build the Crosstown. These are the true successes of the CTS Apprenticeship Program.



Yonatan Habte is a Labourer Apprentice with Local 183, currently working at our Mount Pleasant Station construction site. He is part of the team that recently received our safety excellence award. Yonatan is punctual, polite, always smiling and quick to put a smile on his co-workers' faces. According

to his Site Superintendent, "he carries out any task he is given diligently, and always finds things to do. Yonatan has been quick to apply for training needed to carry out his duties. When interfacing with the public, he is polite, making good relations with the neighbors." Yonatan has been in Canada for 5 years. He has worked in construction since coming to Canada, grinding concrete and working with epoxy. He has integrated well into the CTS team, and we look forward to a long relationship with him for the duration of our project.



Calvin Brown is a Labourer Apprentice with LiUNA Local 506. He currently works at our Leaside Station construction site and is part of the team that recently received our safety excellence award. Calvin approaches every task with confidence; for him, a problem is not a setback, but rather an opportunity to learn and do things right the first time.

Calvin was connected to the union through Building Up, a social enterprise that provides training and employment in the trades to those who need it most. Building Up is located near the Eglinton Maintenance and Storage Facility (EMSF) of the Crosstown, demonstrating our commitment to working with local agencies and organizations. Calvin is a great addition to our team, and we look forward to working with him and seeing his smiling face for the length of our project.



Ahmed Abdi is a Carpenter Apprentice with Local 27. He is currently working at our Fairbank Station construction site, performing formwork and other carpentry duties. The Fairbank construction team recently received our safety excellence award, and Ahmed was a part of that success. Ahmed is a dedicated worker and takes his apprenticeship very seriously, always showing up on-site ready to work.

Coming from a low-income community where it is easy for young people to fall off the rails, Ahmed sees this as a big step forward for himself. Being a second-year apprentice means that Ahmed rises to the challenge of being a bit of a mentor himself, inspiring other young people who are just starting their own journeys in the trades. Ahmed has a great relationship with his Site Superintendent, and we look forward to him continuing to build his network on our project.

Maintenance

CTS has a 30 year contract to maintain the Crosstown's trains, track work and communications system. While this does open up potentially long term opportunities in maintenance, the opportunities will be different because there will be less person hours of work at any given time, and there will not be the need for the same volume/continual intake of apprentices as during the construction period.

CTS Maintenance is not in a position to decide which Maintenance and Rehabilitation activities will be self-performed or subcontracted at this time. CTS will update the Apprenticeship Plan in fall 2018 when there are specific objectives relating to expected labour needs, plans to liaise with local workforce agencies and subcontractor, service and supplier agreements.

Mentorship

CTS senior leaders are dedicated mentors to the next generation of constructors. Apprentices, journeypersons and other young professionals receive mentorship from seasoned construction leaders while getting hands-on experience in construction.

"There is such a need for young people in this industry, says Scott Shaw, Superintendent at the Cedarvale station site. "We're looking for people dedicated to their trade, willing to learn - who believe in hard work and showing up on time."

CTS recognizes the importance of public infrastructure planning in promoting economic activity and opportunity for local communities. We are committed to connect job seekers to career opportunities, and helping them to succeed.

"For the people who are just starting out on our sites, I say speak to the mentors, professionals and teachers around you wherever and whenever the opportunity presents itself," says Erin Rose, Superintendent at the Fairbank station site. "Working on this project is a great experience, so prepare to be challenged, excited and inspired."



Photo: Erin Rose, Superintendent, Fairbank and Scott Shaw, Superintendent, Cedarvale



Need more information?

Eglinton Crosstown Apprenticeship Plan

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Eglinton Crosstown LRT

www.thecrosstown.ca

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