



# APPRENTICESHIP PLAN

FOR

## EGLINTON CROSSTOWN LRT PROJECT

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## DOCUMENT REVISIONS INDEX

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## 1.0 Introduction

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

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

CTS and Crosslinx Transit Solutions Constructors (CTSC) recognize that this major infrastructure investment should also provide benefits for the communities in which it works, including employment, training, apprenticeship, local supplier, and social procurement opportunities where possible.

The Project Agreement (PA) requires that CTS submit an Apprenticeship Plan (the Plan) that sets out its approach to providing apprenticeship opportunities in the design and construction of the Eglinton Crosstown LRT. The PA also requires that CTS include the following in the Plan:

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

Where appropriate, the Plan will include initiatives to support two separate apprenticeship streams: one for labour hired by CTSC's directly labour company CTS (ASDE) INC. (CTSC-DL), and one with Subcontractors.

CTS and CTSC shall implement the approved plan and provide an annual report to HMQ Entities on the implementation of the Apprenticeship Plan.

## 1.1 Background

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

Later in the planning process, Metrolinx also established a Community Benefits Framework for the Project and incorporated a community benefits program as part of the Eglinton Crosstown LRT line project. A Community Benefits Framework was developed in 2014 and signed by Metrolinx and the Toronto Community Benefits Network (TCBN) to support the concept of building Community Benefit Agreements (CBAs) into major infrastructure projects.

The Eglinton Crosstown was the first time a Community Benefits framework was included as part of a major infrastructure project in Ontario. During this same period, the Province of Ontario introduced Bill 6: Infrastructure for Jobs and Prosperity Act, 2015. The purpose of this Act is to establish mechanisms to encourage principled, evidence-based and strategic long-term infrastructure planning that supports job creation and training opportunities, economic growth and protection of the environment, and incorporate design excellence into infrastructure planning. Section 9.4 of Bill 6 includes the requirement that certain bidders involved in the procurement process of the construction or maintenance of an infrastructure asset make a commitment to the government of its use of apprentices, provide an apprenticeship plan for the construction or maintenance of an infrastructure asset, or both. The language contained within that section of the bill is generally reflected in the PA.

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

## 1.2 Governing Protocols and Complementary Plans

In addition to this Apprenticeship Plan, several other complementary plans also form part of CTS' deliverables, including:

- Communications Protocol
- Construction Communications Plan

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- Community Benefits and Liaison Plan
- Community Engagement and Stakeholder Relations Plan

## 2.0 Approach

CTSC (via CTSC-DL) is in the process of securing Project-specific collective agreements with three unions: Labourers’ International Union of North America, United Brotherhood of Carpenters and Joiners of America and International Union of Operating Engineers. All construction labour hired directly by CTSC-DL for the Project will be hired in accordance with the CTSC-DL Collective Agreements, which are expected to be in place in the first half of 2016.

The foundational element of the Plan is to seek to include its objectives directly in the CTSC-DL Collective Agreements in order to achieve them in conjunction with the applicable unions. Upon execution of those collective agreements, CTSC-DL will work with each union to develop and implement specific objectives for apprenticeship opportunities for the Project, in order to implement the Plan.

CTSC will also subcontract all construction work on the Project in accordance with the existing collective labour obligations of its partners. CTSC will seek to include the objectives of the Plan in each applicable subcontract and will also work with the unions engaged by the relevant subcontractors in a similar manner to that described above to further the implementation of those objectives.

CTSC will work with each union to ensure that programs are in place to support apprentices on the Project to complete their apprenticeships during the Project Term and, for those whose apprenticeships are not complete by the end of the Project Term, to support apprentices to complete their apprenticeships after the end of the Project Term.

CTSC will also work with each union to develop and implement a focused apprenticeship program for youth-at-risk, historically disadvantaged groups in local communities including low-income, racialized and immigrant populations, and military veterans.

## 3.0 Apprenticeship Plan

As described above, the Plan will create two streams to distinguish between construction labour hired directly by CTSC-DL and construction labour hired by subcontractors. Each stream will be supported through various Community Benefits initiatives and by leveraging partnerships with local workforce agencies to promote apprenticeship opportunities. CTS’ Community Benefits and Liaison Officer will work closely with the People and Culture and Procurement teams to track and implement efforts related to the CTS Apprenticeship Plan.

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

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CTS has reviewed the findings of the United Way’s ‘On Track to Opportunities: Linking Transit Development to Community Employment and Training’. As the private sector partner to implementation, CTS will support and participate in a working group chaired by the United Way of Toronto and York Region and the Ministry of Training, Colleges, and Universities to help design a construction apprenticeship pathway for the Province of Ontario. We look forward to joining all key partners around the design and implementation of this pathway. An Executive Summary of the United Way Report is included as Appendix 1.

### 3.1 Approach with CTSC Direct Labour

As mentioned above, CTSC-DL is in the process of securing Project-specific collective agreements; all construction labour hired directly by CTSC-DL for the Project will be hired via those collective agreements. The foundational element of the Plan is to seek to include its objectives directly in the CTSC-DL Collective Agreements in order to achieve them in conjunction with the applicable unions. Upon execution of those collective agreements, CTSC-DL will work with each union to develop and implement specific objectives for apprenticeship opportunities for the Project, in order to implement the Plan.

### 3.2 Approach with Subcontractors

CTSC will seek to include the objectives of the Plan in each applicable subcontract and will also work with the unions engaged by the relevant subcontractors in a similar manner to that described above to ensure those objectives are implemented.

## 4.0 Outreach and Resident Engagement

Outreach to residents of the ECLRT corridor has been ongoing for years. Resident engagement as it pertains to the Project’s apprenticeship opportunities has been led by the Ontario Labour Market Partnership (OLMP). The OLMP supported several resident engagement sessions and ensured they helped to break down complex pathways to each of the key trades that will be a part of the Project; provided residents an opportunity to interact first-hand with the trades ambassadors to get a real feel of the work, and; served to transfer knowledge of key components of the apprenticeship system.

This resident outreach process designed and tested a model that brought community, labour, workforce development, government and industry as working partners.

CTS will seek to leverage recent resident engagement along the ECLRT corridor, for the CTSC Apprenticeship program, as required.

## 5.0 Tracking and Monitoring

Upon execution of the collective agreements and full commencement of construction activities, CTSC will work with each union and applicable subcontractors to collect statistics on the number of apprentices involved in the Project relative to the number of journeypersons, in order to report those aggregated statistics to HMQ Entities each month.

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## 6.0 Limitations

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

## 7.0 Appendices

Appendix 1                      Executive Summary – On Track to Opportunities

## Appendix 1: Executive Summary – On Track to Opportunities

### EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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