



COMMUNITY BENEFITS PROGRAM

Quarterly Report – July 1 – September 30, 2020

FOR

EGLINTON CROSSTOWN LRT PROJECT

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1.0 Introduction

Crosslinx Transit Solutions (CTS) is a consortium comprised of ACS-Dragados, Aecon, EllisDon and SNC-Lavalin. Metrolinx and Infrastructure Ontario selected CTS to deliver the Eglinton Crosstown Light Rail Transit (ECLRT) Project.

CTS is required to provide a quarterly report on its Community Benefits initiatives, as laid out in our Community Benefits and Liaison Plan. This is our third report for 2020. In this report you will find a snapshot of our work during the months of July, August and September 2020. *Unfortunately, due to the COVID-19 pandemic, many of the community benefits plans or initiatives have been cancelled, postponed, or reorganized by our stakeholders. In Q2 2020, CTS and Metrolinx Community Benefits worked together to restructure the program due to the pandemic.*

Despite the setbacks, we look forward to continuing engagement with the residents and businesses on Eglinton Avenue, while celebrating the unique and diverse nature of these communities.

1.1 Relevant Definitions

To ensure clarity, we have defined the terms used in this report.

Historically disadvantaged communities

Groups that have been historically excluded or marginalized from the processes and decisions that affect them. This group includes low-income (people living within NIAs), racialized and immigrant populations, as well as military veterans. This definition is taken directly from our Project Agreement with Metrolinx.

Neighbourhood Improvement Areas (NIAs)

In March 2014, the City of Toronto, through the Toronto Strong Neighbourhoods Strategy 2020, identified 31 of its 140 neighbourhoods as falling below the Neighbourhood Equity Score and requiring special attention; these neighbourhoods have been termed *Neighbourhood Improvement Areas*.

Project Corridor

The Project Corridor is the area along and around Eglinton Avenue, between Weston Road in the west and Kennedy Road in the east. Proximity to the project corridor is used to determine whether residents hired onto the project are local, as well as to determine whether businesses are local. 2 kilometres is used to determine who is considered local.

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 and child care.

Equity seeking groups

Equity seeking groups include women, individuals who are members of visible minorities (a term that has fallen out of use in favour of the term 'racialized groups'), Aboriginal Peoples, persons with disabilities, and individuals of non-heterosexual orientation or non-cisgender identity.

Social enterprise

A social enterprise is an organization that applies commercial strategies to maximize improvements in human and environmental well-being – this includes maximizing stakeholder value over shareholder value. Buy Social Canada and the United Way's Toronto Enterprise Fund determine who is a social enterprise, and who is included in the tracked spend.

2.0 Background

2.1 Objectives

The objectives of the Community Benefits and Liaison Plan are to:

- Provide community liaison to the communities impacted by the design and construction of the ECLRT Project.
- Plan, organize and host events to enhance community awareness of employment opportunities, and opportunities for the provision of goods and services.
- Develop and retain meaningful engagement with stakeholders.

2.2 CTS Roles and Responsibilities

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

Table 1: CTS Community Benefits team roles and responsibilities.

Name	Role	Responsibilities
CTS Constructors		
Kristin Jenkins	Communications & Public Engagement Director	Reports to the Project Director and President. Oversees strategic implementation of Community Benefits and Liaison Plan and ensures integration across CTS communications as appropriate. Leads all CTS communications, public engagement and issues management. Has a primary interface with Metrolinx's Communications and Community Relations Director. Leads and supports issues management, crisis communications and provides media relations support. Media-trained.

<p>Krista Mihevc</p>	<p>Communications & Stakeholder Specialist</p>	<p>Reports to the Communications & Public Engagement Director. Plans and implements Community Benefits strategy and initiatives, stakeholder relations and issues management as required. Works collaboratively with CTS internal teams to deliver initiatives associated with CTS' Community Benefits and Liaison Plan. Attends all relevant coordination, committee and community meetings.</p>
<p>Denisa Leiba</p>	<p>People & Culture Director</p>	<p>Reports to the Project Director and President. Responsible for the overall People strategy including organizational design, workforce planning, and cultural aspects including diversity and inclusion. Liaises with all staffing (unionized and non-union) divisions and project management teams to support the integration of Community Benefits initiatives across the organization. Supports engagement with local workforce agencies and CTS' Candidate Referral Pipeline, helps plan training and skill development initiatives, and attends events as appropriate. Media-oriented. Reinforces CTS's Harassment & Discrimination Free Policy and commitment to Diversity & Inclusion and Social Justice.</p>
<p>Monique Gordon</p>	<p>P&C Services Manager & Business Partner</p>	<p>Reports to the People & Culture Director. Supports Community Benefits initiatives in employment, training, and skill development. Coordinates the provision of feedback to local workforce agencies on CTS' Candidate Referral Pipeline. Supports engagement with local workforce agencies and CTS' Candidate Referral Pipeline, helps plan training and skill development initiatives, and attends events. Participates in outreaches to known Black Community Groups on recruitment and employment related activities. Reinforces CTS's Harassment & Discrimination Free Policy, commitment to Diversity & Inclusion and Social Justice. Investigates and analyzes any harassment and discrimination complaints or known trends and recommends appropriate action.</p>
<p>David Galvin</p>	<p>Labour Relations Manager</p>	<p>Reports to the People & Culture Director. Acts as internal labour relations advisor to CTS and works directly with construction leaders, parent companies and unions. Supports apprenticeship initiatives in the area of labour relations.</p>

3.0 Apprenticeship

Reporting for the Apprenticeship Plan is done annually through the *CTS Apprenticeship Plan Annual Report*.

4.0 Employment, Training and Workforce Development

As CTS is an equal opportunity and inclusive employer, we recognize the positive value that a diverse and inclusive workforce brings to our organization. Crosslinx is committed to addressing and tackling all forms of racism particularly anti-black racism. We are committed to making our worksite safe and creating an environment that is free of all forms of discrimination. Weekly communication Project-Wide on project update and specifically including social justice remarks. CTS is committed to ongoing communication through the reinforcement of our H&D Free Policy and Tool-Box talks.

We are committed to making the pathway to Professional, Administrative, and Technical (PAT) roles in the construction industry more accessible to people facing barriers to employment.

We are prepared to build relationships with all local workforce agencies who work with individuals facing barriers to employment.

Hires to date	371
CTS PAT Programs to date	19
Outreach and Meetings (this quarter)	13

4.1 Policy

We use a system of targeted hiring approaches to employ people from historically disadvantaged communities, as well as residents from along the Project Corridor. It is called the CTS Candidate Referral Pipeline ("Pipeline"). The Pipeline is composed of strategies to get resumes sent to CTS, as well as efforts CTS is making to disseminate information about employment opportunities to these communities.

Our Community Benefits and Liaison Plan identifies three ways (self-directed, agency referral and agency recommendation) that local workforce agencies can work with their clients to access PAT roles at CTS. To help feed the Pipeline, we typically give these agencies notice of jobs that are about to be posted so they can better prepare their clients to compete against the rest of the labour market.

4.2 Practice

We are committed to being active in our outreach and transparent in our intent to hire from the communities outlined in the policy above. We participate in outreaches to known Black Community Groups on recruitment and employment related activities.

To be open and accessible, the CTS Community Benefits team sends out job postings to its Local Workforce Development and Recruitment Network (see Table 2) on a regular basis and encourages questions from the network about those jobs. The full list of local workforce agencies is included as Appendix 1.

Table 2: Workforce Development and Local Recruitment Network

Agency Network	CTS Liaison + Candidate Referral Pipeline Conduit	Number of agencies (centres) in network
Consortium of Agencies Serving Internationally-Trained Persons (CASIP)	<ul style="list-style-type: none"> ACCES Employment Humber College 	8
Don Valley Employment Solutions (DVES)	<ul style="list-style-type: none"> Labour Education Centre 	5
Lawrence Heights Inter-Organizational Network (LHION) – Employment and Training Working Group	<ul style="list-style-type: none"> City of Toronto Employment & Social Services 	11
City of Toronto Employment & Social Services (TESS)	<ul style="list-style-type: none"> City of Toronto Employment & Social Services 	5
Professional Access Into Employment (PAIE) Program	<ul style="list-style-type: none"> Toronto and Region Conservation Authority 	1
E-Team	<ul style="list-style-type: none"> East Scarborough Storefront 	13
Military Employment Transition Program	<ul style="list-style-type: none"> Canada Company 	1
Toronto West Partnership (TWP)	<ul style="list-style-type: none"> St Stephen's House 	15
Toronto Central Service Delivery Network (TCSDN)	<ul style="list-style-type: none"> Career Foundation 	12

*Note: Some agencies hold seats in multiple networks.

4.3 Performance

Due to COVID-19, Community Benefits activities with partners and stakeholders were delayed in Q3 and refocused for implementation at a later date. This includes Humber

College job fair, ACCES Employment speed mentoring, and various fundraising initiatives.

Since 2015 we have been working with a growing number of employment agencies that focus on providing underemployed or unemployed jobseekers with lucrative employment opportunities. We continue to work with partners and stakeholders to uphold this mandate, despite the COVID-19 pandemic.

5.0 Social Procurement and Support of Local Business

We are committed to supporting and building the capacity of small- and medium-sized businesses, disadvantaged business enterprises (those severely impacted by our construction), and social enterprises. Of interest are those businesses located along the Eglinton Corridor and adjacent to our construction sites, and social enterprises that create employment and training opportunities for historically disadvantaged and equity seeking groups who have multiple and systemic barriers to employment.

A local business is defined as a business that is located within two kilometres of the ECLRT Project Corridor. Ongoing support for the Project by local suppliers and contractors is important to CTS, and we encourage staff and subcontractors to purchase from local sources for goods and services wherever it is practical, economically reasonable and technically sound.

Social Procurement Spend to September 30, 2020	\$ 800,167.97 (compared to \$794,732.71 reported for Q2 2020)
Support of Local Businesses Spend to September 30, 2020	\$ 7,867,639.96 (compared to \$7.7 million reported for Q2 2020)

5.1 Policy

The CTS Community Benefits team maintains a local business and social enterprise list, available as a resource to all CTS staff. The team promotes the use of businesses on this list wherever possible. The Community Investments and Programs Lead acts as the internal champion for the social procurement initiative at CTS.

5.2 Practice

CTS continues to strengthen its partnership with Buy Social Canada as we believe that effective Social Procurement is the result of relationships that are intentionally built

between purchasers and suppliers. Buy Social Canada helps us identify social enterprises that can provide products or services to the ECLRT Project.

To ensure that staff remain aware of our commitment to investing in businesses along the Project Corridor, CTS Procurement team prompts staff when making purchases to consider whether their purchase can be made on Eglinton Avenue (locally) or through a social enterprise.

5.3 Performance

Street Cleaning

To support local businesses, we've continued our partnership with Building UP, a social enterprise focused on creating employment pathways for individuals who are distant from the labour market. Together we deliver a street maintenance program to businesses located within 200 m radius of the station sites along Eglinton Avenue. The services are offered on a rotating basis weekly, with one team in the east corridor and one in the west. The program allows us not only to keep the streets clean but also to support social enterprises to increase their capacity in serving people facing barriers to employment. During the program participants gain valuable skills that allow them to secure employment in construction.

6.0 Community Improvements

We are committed to initiatives that develop the capacity of community members, demonstrate environmental stewardship, and promote social and economic inclusion.

Unfortunately, due to the COVID-19 pandemic, these initiatives were cancelled or postponed by our partners.

6.1 Policy

We have a commitment to improve as we build and leave communities better off than they were before we started building. Our program, *CTS Builds Communities*, is based on the simple notion of caring, and aims to demonstrate corporate social responsibility by being proactive and visible in the communities in which we work.

6.2 Practice

CTS will continue to develop and put in place policies and procedures that weave social, economic and environmental matters into business operations and core strategies. The principles of our community investment strategy are as follows: work in partnership with local communities; develop connections between our employees and residents and; environmental protection and sustainability.

This third element of environmental protection and sustainability is very important to us and encompasses the entire project – from design to construction to maintenance. We

are building the Eglinton Crosstown LRT system with sustainability in mind at every stage, and therefore it is only fitting that we emphasize this in our *CTS Builds Communities* program.

6.3 Performance

Due to COVID-19, the planned events for Q3 2020 were cancelled or postponed. CTS will continue to support and participate in future virtual events organized by stakeholders.

Appendices

Appendix 1: List of Agencies in Workforce Development and Local Recruitment Network
 Appendix 2: Activities this Quarter

Appendix 1: List of Agencies in Workforce Development and Local Recruitment Network**

Network	Agency
Consortium of Agencies Serving Internationally-Trained Persons (CASIP) CASIP drives innovation, advocacy and excellence in employment services for skilled immigrants and employers in the Greater Toronto Area. CASIP member organizations share a vision of inclusive Canadian communities where skilled immigrants are able to find meaningful, sustainable employment in their fields of expertise and contribute to building our society.	ACCES Employment*
	College Boreal
	Humber College*
	Job Start*
	JVS Toronto
	Seneca College
	Skills for Change*
Don Valley Employment Solutions (DVES) DVES aims to implement a workforce development strategy that brings employers and local area job seekers together to fill the ongoing employment opportunities available. The local area includes three Neighbourhood Improvement Areas: Thorncliffe Park, Flemington Park, Victoria Village.	WoodGreen Employment Services
	Thorncliffe Neighbourhood Office
	Labour Education Centre
	The Centre for Education and Training
	Skills for Change*
	Toronto Employment & Social Services – Yonge-Eglinton
Toronto Employment & Social Services – Lawrence Square*	

	Toronto Employment & Social Services – Golden Mile
	Toronto Employment & Social Services – York Humber*
<p>Toronto West Partners Network (TWP) TWP is a group of Employment Ontario funded workforce agencies located in the city’s West Quadrant.</p>	ACCES Employment*
	COSTI*
	Humber College*
	Job Start*
	Learning Enrichment Foundation
	Skills for Change*
	West Neighbourhood House
	St. Stephen’s Community House*
	The Career Foundation*
	Toronto Employment & Social Services – York Humber*
	VPI Employment Solutions*
	Youth Employment Services (YES)
	Toronto Workforce Innovation Group (TWIG)
<p>Lawrence Heights Inter-Organizational Network Employment and Training working group LHION is a coalition of emerging groups, service providers and other representative organizations delivering programs and services in the communities of Lawrence Heights, Lotherton Pathway and Neptune. LHION works together with the City’s Neighbourhood Action Team and residents to coordinate their efforts toward building healthy and sustainable communities.</p>	North York Community House
	Toronto Public Library – Barbara Frum Branch
	COSTI*
	VPI Employment Solutions*
	Toronto Community Housing
	Toronto Employment & Social Services – Lawrence Square*
	Humber College*
	St. Stephen’s Community House*
	The Career Foundation*
	Local Immigration Partnership – North Heights Development Inc.
E-TEAM	Mid-Scarborough Hub YMCA Employment Centre

<p>The E-TEAM is a group of agencies in the Scarborough area that are working together in concert to provide services to the residents of that area.</p>	Toronto Scarborough Town Centre Ct. YMCA Centre
	Career Foundation
	Centennial College
	JVS Toronto
	On Track
	Operation Springboard
	PCPI
	Seneca College
	TDSB Next Steps
	YWCA
East Scarborough Storefront	
<p>Professional Access Into Employment (PAIE) Program</p> <p>PAIE is an innovative bridge training program that helps internationally-trained environmental professionals launch their careers in Engineering, Geoscience, Environmental Science and Planning. PAIE's 1 year program empowers participants with an increased understanding of the local labour market. PAIE supports participants as they pursue their goals of obtaining employment and gaining the Canadian experience required for professional licensing and certifications.</p>	Toronto and Region Conservation Authority
<p>City of Toronto Employment & Social Services (TESS)</p> <p>TESS provides employment supports, financial benefits and social supports to people living in Toronto. Their vision is to strengthen the social and economic well-being of Torontonians in their communities. By providing employment services, financial benefits and social supports, they work to make that vision a reality. They are committed to engaging and working closely with clients, employers, community partners and staff to make sure they are meeting the needs of the communities we serve.</p>	Yonge-Eglinton Employment & Social Services
	York Humber Employment & Social Services
	Golden Mile Employment & Social Services
	Cliffcrest Employment Services
	Lawrence Square Employment & Social Services
<p>Military Employment Transition (MET) Program</p> <p>The Canada Company Military Employment Transition (MET) Program is an initiative developed to assist Canadian Armed Forces (CAF) Members, Reservists, Veterans and Military Spouses who are seeking to find jobs in the civilian workforce. The program serves as a bridge between the CAF and Canada Company's "Military Friendly Employer Partners".</p>	

<p>Ontario Disability Employment Network (ODEN)</p> <p>A professional body of employment service providers united to increase employment opportunities for people who have a disability.</p>	<p>Canadian Council on Rehabilitation and Work</p>
	<p>Spinal Cord Injury Ontario</p>
<p>TDSB Adult Learning Centres</p> <ul style="list-style-type: none"> ● City View Adult Learning Centre ● Yorkdale Adult Learning Centre 	

*denotes agencies that are on multiple networks

** As CTS is an equal and inclusive opportunity employer; we are prepared to build relationships with all local workforce agencies who also work with individuals facing barriers to employment.

Appendix 2: Activities this Quarter

Date	Type	Topic
2020/07/30	Event	Humber College Job Fair