

TORONTO TRANSIT COMMISSION REPORT NO.

MEETING DATE: November 21, 2012

SUBJECT: ASHBRIDGES BAY STREETCAR MAINTENANCE AND
STORAGE FACILITY EMPLOYMENT PLAN

INFORMATION ITEM

RECOMMENDATION

It is recommended that the Commission receive this report for information.

FUNDING

The recommendation in this report does not have any financial implications.

BACKGROUND

At its June 2, 2010 meeting, the Commission considered the report *"Request for Approval of the Replacement Fleet Maintenance and Storage Facility Transit Project Assessment Study"* and approved locating the new facility at the south-east corner of Leslie Street and Lake Shore Boulevard and a new connecting track on Leslie Street.

The Commission also approved a number of other related motions including:

"Direct staff to collaborate with City of Toronto Employment Services and the ATU, Local 113 on the development of a local outreach and training initiative for the Ashbridges Bay LRV Facility."

In a letter (attached) dated July 17, 2012, to the TTC Chief Executive Officer and the City of Toronto General Manager of Employment and Social Services, Councillors McMahon and Fletcher requested a report outlining the employment plan for the Ashbridges Bay Maintenance and Storage Facility covering both construction and operations.

At its meeting on October 31 - November 2, 2012, Toronto City Council adopted the report *"An Employment Plan for the Ashbridges Bay Streetcar Maintenance and Storage Facility"* and forwarded it to the Commission with a request that it endorse the creation of the

Employment Plan for the Ashbridges Bay Facility and the development of a broader employment plan at the TTC. The report is attached.

DISCUSSION

The City of Toronto Employment and Social Services (TESS) provides extensive services to help people find employment. *Working As One: A Workforce Employment Strategy for Toronto*, adopted by Toronto City Council in March 2012, seeks to create a service system that better connects employers and job seekers. A key component of the strategy is aimed at identifying large-scale publicly-funded projects that improve infrastructure, revitalize and redevelop communities and develop plans to connect under and unemployed city residents with the employment opportunities provided by these projects.

As the first step to working with the TTC, the TTC and TESS have developed an Employment Plan for the Ashbridges Bay Streetcar Maintenance and Storage Facility that is currently under construction and is scheduled to be completed in 2014. The Employment Plan being implemented has involved the contractor for the facility, Pomerleau Inc. (Pomerleau), to identify the types of employment opportunities expected for the project and connecting the contractor with TESS for identification and screening of potential candidates through the Beaches Employment Centre. The participation by Pomerleau is entirely voluntary and does not involve any additional cost to the TTC.

TESS is also working with the Hammer Heads Program. Hammer Heads, developed by the Central Ontario Building Trades and its 28 affiliate unions, provides training programs for youth to prepare them for apprenticeship careers in the construction industry. TESS has connected Pomerleau with the Hammer Heads Program as a resource for potential employees and the first hammerhead graduate has started with Pomerleau on the Ashbridges Bay site.

The Ashbridges Bay Employment Plan also involves working with TESS for the recruitment of the construction liaison staff for the Ashbridges Bay and Leslie Street connecting track.

Future collaboration between TTC and the City on Employment Plans will involve the potential for other construction contracts and continuing the working relationship on programs such as the seasonal youth hiring program that provides at-risk youth with employment opportunities at the TTC. This program, started in 2006, has resulted in 80 youth advancing into permanent positions at the TTC.

JUSTIFICATION

The Ashbridges Bay Streetcar Maintenance and Storage Facility Employment Plan is a new approach to connecting the TTC's contractors with trained and available staff through the City of Toronto Employment and Social Services programs and initiatives that can provide advantages for the contractor while assisting under and unemployed individuals to find employment in the construction industry.

November 13, 2012

55-3

03-06-000096742

Attachments: Letter of July 17, 2012
City Council Report ED17.5



Councillor Fletcher
 Toronto- Danforth
 Ward 30
 100 Queen Street West,
 Suite C44
 Toronto, ON M5H 2N2
 Phone: 416-392-4060
 Fax: 416-397-5200



Councillor McMahon
 Beaches-East York
 Ward 32
 100 Queen Street West,
 Suite B28
 Toronto, ON M5H 2N2
 Phone: 416-392-1376
 Fax: 416-392-7444

July 17, 2012

Andy Byford
 Chief Executive Officer, Toronto Transit Commission
 1900 Yonge Street
 Toronto, ON M4S 1Z2

Heather MacVicar
 General Manager, Employment & Social Services
 55 John St. 12th Floor, Station 1123
 Toronto, ON M5V 3C6

Dear Mr. Byford & Ms. MacVicar,

RE: Local Employment Opportunities for Ashbridges Bay Maintenance & Storage Facility

The Ashbridges Bay Maintenance & Storage Facility for the new LRVs will be an excellent opportunity to promote local employment during construction and operations. Such a large construction project will benefit from the development of a local outreach and training initiative by TTC staff, as was called for in a motion adopted by the TTC Commission at Meeting No. 1920 on June 2, 2010:

"Direct staff to collaborate with City of Toronto Employment Services and the ATU, Local 113 on the development of a local outreach and training initiative for the Ashbridges Bay LRV facility"

Fostering local employment will be a welcome project for the community and we look forward to capitalizing on this opportunity to include the community in all phases of the development of the new facility. We feel confident that with the appropriate outreach initiatives this is an opportunity that will not be missed.

In preparation for the construction of the Ashbridges Bay Maintenance & Storage Facility, we request a report be prepared outlining the plan and implementation timeframe for the program outlined in the Commission's motion and covering both construction and operations. We would like this delivered to the September 18, 2012 meeting of the Economic Development Committee, and to the following TTC Commission meeting on September 27, 2012.

Sincerely,

Councillor Paula Fletcher
 Ward 30, Toronto-Danforth

Councillor Mary-Margaret McMahon
 Ward 32, Beaches-East York

cc: Joe Pennachetti, City Manager
 Brenda Patterson, Deputy City Manager
 Councillor Michael Thompson, Chair Economic Development Committee
 Councillor Karen Stintz, Chair Toronto Transit Commission
 Councillor Glenn De Baeremaeker, Vice Chair Toronto Transit Commission
 Bob Kinnear, President Amalgamated Transit Union 113
 Anna Pace, Director Strategic Partnerships Transit Expansion, Toronto Transit Commission





Tracking Status

- City Council adopted this item on October 30, 2012 without amendments and without debate.
- This item was considered by the Economic Development Committee on October 16, 2012 and adopted without amendment. It will be considered by City Council on October 30, 2012.

City Council consideration on October 30, 2012

ED17.5	ACTION	Adopted on Consent		Ward:All
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An Employment Plan for the Ashbridges Bay Streetcar Maintenance and Storage Facility

City Council Decision

City Council on October 30, 31 and November 1, 2012, adopted the following:

1. City Council forward the report (October 1, 2012) from the General Manager, Employment and Social Services, to the November 21, 2012 meeting of the Toronto Transit Commission for the Commission to endorse the creation of the Employment Plan for the Ashbridges Bay Streetcar Maintenance and Storage Facility and the development of a broader Employment Plan for the Toronto Transit Commission.

Background Information (Committee)

(October 1, 2012) Report from the General Manager, Employment and Social Services on An Employment Plan for the Ashbridges Bay Streetcar Maintenance and Storage Facility (<http://www.toronto.ca/legdocs/mmis/2012/ed/bgrd/backgroundfile-50659.pdf>)

Economic Development Committee consideration on October 16, 2012

Source: Toronto City Clerk at www.toronto.ca/council



**STAFF REPORT
ACTION REQUIRED**

**An Employment Plan for the Ashbridges Bay Streetcar
Maintenance & Storage Facility**

Date:	October 1, 2012
To:	Economic Development Committee
From:	Heather MacVicar, General Manager, Employment & Social Services
Wards:	All
Reference Number:	

SUMMARY

This report provides information on the development of an Employment Plan for the Ashbridges Bay Streetcar Facility, including the planning and implementation of employment outreach and training initiatives.

The Toronto Transit Commission (TTC) is building a new Ashbridges Bay Streetcar Maintenance & Storage Facility at the south east corner of Leslie Street and Lakeshore Boulevard East, as well as a track connecting the facility to the streetcar network via Leslie Street. This facility is required to provide maintenance and storage for the new fleet of streetcars that will replace the current fleet in Toronto, and provide transit users with improved transit reliability and accessibility.

Recognizing the potential to support local workforce development, Toronto Employment and Social Services (TESS), in conjunction with the TTC, is developing an Employment Plan for the Ashbridges Bay Streetcar Maintenance & Storage Facility. The Employment Plan will capitalize on local employment and training opportunities generated through the project's construction and operation phases.

The Employment Plan is part of the City's broader approach to workforce development described in *Working as One: A Workforce Development Strategy for Toronto*. A key recommendation resulting from *Working as One* is to maximize the number of employment plans that capitalize on large-scale, publicly-funded development projects across the City. This includes capitalizing on employment opportunities within the City and across the City's Agencies, Boards, Commissions, and Corporations. The Employment Plan for the Ashbridges Bay Streetcar Maintenance & Storage Facility is an important example of how this strategy is being

implemented. Significantly, it also represents a first step in developing a broader TTC Employment Plan that capitalizes on the full range of hiring and contracting opportunities across the TTC.

RECOMMENDATIONS

The General Manager of TESS recommends that City Council:

1. Forward this report to the November 21, 2012, meeting of the TTC Commission for them to endorse the creation of the Employment Plan for the Ashbridges Bay Streetcar Maintenance and Storage Facility and the development of a broader Employment Plan for the TTC.

Financial Impact

There are no financial implications arising from this report.

DECISION HISTORY

1. At its June 2, 2010 meeting, the TTC approved locating the new Streetcar, Maintenance and Storage Facility at the property located at the southeast corner of Lakeshore Boulevard East and Leslie Street. This was endorsed by City Council on June 8 & 9, 2010 and by the Ministry of Environment on December 7, 2010.
2. At its June 2, 2010 meeting the TTC Commission also directed its staff to collaborate with Toronto Employment & Social Services and the ATU, Local 113, to develop a local outreach and training initiative for the Ashbridges Bay Streetcar Facility.
3. In March 2012, City Council unanimously endorsed *Working as One: A Workforce Development Strategy for Toronto*.
[<http://www.toronto.ca/legdocs/mmis/2012/ed/bgrd/backgroundfile-45050.pdf>]

ISSUE BACKGROUND

Aging Streetcars and Inadequate Maintenance and Storage Facilities

Existing streetcars purchased by the TTC in the 1970's and 1980's are nearing the end of their useful lives and need to be replaced. In June 2009, the TTC awarded a contract to Bombardier for the purchase of 204 modern and accessible streetcars to replace the existing ones. The existing facilities for maintaining and storing the streetcar fleet are aging and will not support the maintenance and storage needs of the new fleet due to limitations such as building roof height and distance between tracks. As a result, a new Ashbridges Bay Streetcar

Maintenance & Storage Facility, at the south-east corner of Lakeshore Boulevard East and Leslie Street, is being built to support the requirements of the new streetcars.

In April 2012, the TTC awarded the Ashbridges Bay Streetcar Maintenance and Storage Facility contract to Pomerleau. As the General Contractor, Pomerleau is responsible for all construction and installation work involved with the new facility. Pomerleau began work in June 2012, and is expected to complete the facility by June 2014. At this time, the contract for the Leslie Street connection track has not been tendered and a general contractor has not been selected.

Confronting Labour Market Challenges: An Employment Plan for the Ashbridges Bay Streetcar Maintenance & Storage Facility

Given the current economic climate, the realities of Toronto's labour market have posed considerable challenges for jobseekers. In particular, issues such as high unemployment; greater reliance on income supports; and the lack of an integrated employment service system, have put considerable strain on Toronto's economic and social stability.

Reflecting on these challenges, the City has recognized the need for a consistent approach to workforce development in Toronto. Responding to this need, *Working as One: A Workforce Development Strategy for Toronto* was unanimously endorsed by Council in March 2012.

Working as One seeks to maximize the number of Employment Plans that capitalize on large-scale, publicly-funded development projects across the City. These currently include the Metrolinx GO Georgetown South Rail Project and the Pan Am Games, including construction and operation of the Athlete's Village. Relatedly, *Working as One* also aims at ensuring that jobs in the Toronto Public Service and across the City's Agencies, Boards, Commissions and Corporations are more accessible to under and unemployed city residents. Finally, *Working As One* also focuses on creating Employment Plans that have a strong place-based component.

In fulfillment of these objectives, TESS, in conjunction with the TTC, is developing an Employment Plan for the Ashbridges Bay Streetcar Maintenance & Storage Facility. This Employment Plan is the first step as part of a broader strategy that aims to ensure the full range of jobs created through TTC projects and initiatives are accessible to unemployed Toronto residents. These actions reflect the leadership being taken by the City to advance the City's Workforce Development Strategy.

COMMENTS

A Commitment to Joint Partnership

The TTC, through its Chief Executive Officer, has made a strong commitment to partner with TESS to create a comprehensive TTC Employment Plan, starting with the Ashbridges Bay Streetcar Maintenance & Storage Facility Project. Initial discussions between the City and TTC staff have centred around gaining a better understanding of the project and the types of opportunities that may arise during the various phases. There have also been preliminary discussions with respect to direct TTC hiring for this project.

Identifying Workforce Development Opportunities

The Ashbridges Bay Streetcar Maintenance & Storage Facility is expected to be completed by June 2014 and the Leslie Street connection track is expected to be completed by the end of 2014. The potential scope for opportunities spans construction activities in 2013 and 2014.

Before the end of 2012, the TTC and TESS, with Pomerleau and community partners, will focus on finalizing and implementing the Employment Plan for the Ashbridges Bay Streetcar Maintenance & Storage Facility. It will build on existing partnerships between TTC and TESS. To support this work, both the TTC and TESS have identified project leads who will oversee implementation of the employment plan.

TESS is working closely with the TTC to identify and respond to TTC project opportunities as they arise, consistent with their collective agreement. As a starting point, the TTC has committed to working with TESS on the recruitment of a community/construction liaison for the Ashbridges Bay Streetcar Maintenance & Storage Facility project.

Potential job opportunities through this project come from Pomerleau, subcontractors, and the TTC. TESS is currently in discussions with Pomerleau to identify potential employment and training opportunities generated throughout all phases of the project through to completion in 2014 (e.g. construction, administration, etc). This includes investigating potential opportunities with Pomerleau beyond the Ashbridges Bay Streetcar Maintenance & Storage Facility Project.

TESS is also in discussions with Pomerleau to look at possibilities for recruiting graduates from the Hammer Heads Program. Developed by the Central Ontario Building Trades and its 28 union affiliates, the Hammer Heads Program is a skill and employment-based training program that connects youth from under-resourced communities to apprenticeship career opportunities in the construction industry.

Responding to Opportunities through Community Networks

To support this work on the ground, TESS' local Beaches Employment Centre will serve as the City's managing office for the Employment Plan. The Employment Centre will be the focal point for:

- working with the TTC and Pomerleau to identify opportunities;
- coordinating efforts with Social Development Finance & Administration to ensure youth from the local community are included and supported throughout the project;
- leveraging relationships with community partners to provide outreach to and support local jobseekers;
- implementing a rigorous screening and job matching process to ensure that qualified candidates are referred to employers; and
- tracking and reporting on employment-related project outcomes in conjunction with the TTC.

At the same time, the City's Workforce Development Strategy recognizes that broad and active partnerships are essential in order to maximize employment opportunities for residents and to identify and meet the needs of employers. As a result, the Employment Plan for the Ashbridges Bay Streetcar Maintenance & Storage Facility adopts a partnered approach to addressing the needs of both employers and jobseekers. As the designated manager of employment planning aspects of this project, Beaches Employment Centre staff will coordinate the efforts of community agencies and education providers to ensure that the diverse needs of employers and jobseekers are met.

To take advantage of resources based in the surrounding community, TESS will utilize its existing relationships with Toronto Community Housing and Toronto Public Libraries, as well as local agencies such as the Ralph Thornton Centre and the East End Partnership. The East End Partnership is a consortium of non-profit employment service delivery agencies whose mandate includes connecting local jobseekers to employers seeking skilled talent. The East End Partnership possesses a deep-rooted knowledge of the local community surrounding the Ashbridges Bay area, and is actively engaged in the community. Members include Woodgreen Community Services, PTP: Pathways to Possibilities, Newcomer Women's Services, and Neighbourhood Link Support Services.

The City, through TESS and SDFA, also maintains an ongoing partnership with the Central Ontario Building Trades and its union affiliates. This partnership will play a significant role in preparing youth for work in the construction sector.

By collaborating with community partners, the City is maximizing its ability to outreach to a larger number of qualified applicants and fully utilize existing community resources.

Long-Term Planning: Employment Planning Beyond Ashbridges Bay

The Employment Plan for the Ashbridges Bay Streetcar Maintenance & Storage Facility will be a dynamic strategy that requires ongoing planning and management. The knowledge and experience gained from this process will help to inform the development of a broader Employment Plan with the TTC.

Beyond the Ashbridges Bay Streetcar Maintenance & Storage Facility project, the City and the TTC have committed to developing a broader TTC Employment Plan, which will have two integral components:

1. *TTC Builds Employment Initiative*: Capitalizes on opportunities for hiring through construction and development projects undertaken by contractors procured by the TTC.
2. *TTC as an Employer*: Prepares and connects unemployed residents to current and future jobs with the TTC. This will include the seasonal youth hiring program created in 2006 that is managed by SDFA. This program provides youth-at-risk access to employment

opportunities within the TTC. To date, 80 youth have advanced into permanent TTC positions.

This broader TTC Employment Plan will mirror the approach the City is taking with its own hiring and procurement practices as articulated in *Working as One*. Work is underway in the City to develop a social procurement policy and an Employment Plan for the City's workforce that will help to prioritize actions based on current and future hiring needs and labour market opportunities.

CONCLUSION

Working as One, the City's Workforce Development Strategy, identifies the need for Employment Plans that capitalize on large-scale, publicly-funded development projects across the City. It also seeks to ensure that jobs in the Toronto Public Service and across the City's Agencies, Boards, Commissions and Corporations are more accessible to City residents. Further, it exemplifies the place-based approaches that are a fundamental component of the City's Workforce Development Strategy.

Through the creation of an Employment Plan for the Ashbridges Bay Streetcar Maintenance & Storage Facility, the City is demonstrating the important leadership role it must play in this area. The Employment Plan will capitalize on local employment and training opportunities generated through the various project phases in order to maximize employment opportunities for residents, and identify and meet the needs of employers. Significantly, the Ashbridges Bay Streetcar Maintenance & Storage Facility Employment Plan also represents the first step in developing a broader Employment Plan that capitalizes on the full range of hiring and contracting opportunities across the TTC.

CONTACT

Heather MacVicar
General Manager
Employment & Social Services
Telephone: (416) 392-8952
Fax: (416) 392-8931
Email: hmacvic@toronto.ca

SIGNATURE

[Heather MacVicar, General Manager, Employment and Social Services]