



MAIN ENTRANCE

APPRENTICESHIP & COMMUNITY BENEFITS PLAN

Bayers Lake Community Outpatient Centre
DECEMBER 2020

PREPARED BY:

 **EllisDon**
INFRASTRUCTURE *Healthcare*

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In August 2020, EDIH Infrastructure Healthcare (“EllisDon” or “EDIH”) was awarded the contract to design, build, finance and maintain the new Community Outpatient Centre in Bayers Lake, Halifax, as part of the QEII New Generation project.

The Bayers Lake Community Outpatient Centre (Bayers Lake COC) project involves the new construction of an outpatient facility and associated site works located on a 15-acre site in the Bayers Lake Business Park in Halifax, Nova Scotia.

This facility will provide more convenience to thousands of Nova Scotian’s who have to travel to Halifax for certain services from across the province. Bayers Lake COC will provide patients and their families with better access to enhanced primary care within a modern, state-of-the-art facility. The new facility will feature:

- Space for primary care services to be delivered by doctors, nurses and other health professionals
- Clinics such as physio and occupational therapy, high blood pressure, diabetes and orthopedic assessment
- 17 examination rooms
- 24 dialysis stations
- Diagnostic imaging (x-rays and ultrasounds)
- Blood collection
- Post-surgery or post-treatment follow-up appointments

The facility is designed as a place of healing, incorporating sustainable and environmentally responsible systems and technologies that aim to achieve a LEED® Silver certification.

Bayers Lake COC is a precedent-setting project that represents the first healthcare Public-Private-Partnership (P3) in Nova Scotia. It is also the first Canadian healthcare P3 to close since the start of the COVID-19 global pandemic.

The Project is a significant economic opportunity for local suppliers and contractors. At the peak of construction, EDIH estimates an on-site workforce of approximately 150 people.



The Future of Nova Scotia Healthcare

The redevelopment of the QEII Health Sciences Centre (QEII) is a once in a lifetime opportunity, to rethink and rebuild the way healthcare is delivered. As the largest health sciences centre in Atlantic Canada, the QEII is undergoing a massive redevelopment that will transform how the healthcare needs of Nova Scotian's are met over the next 50 years.

The QEII New Generation Project is a large-scale, phased, multi-year program that will redesign and build healthcare infrastructure in the Halifax Regional Municipality. Through new, modern facilities with state-of-the-art technologies, the QEII will continue to deliver highly specialized services, and excellence in care, teaching and research. The QEII New Generation marks an important first step for the province to provide easier access to modern, high-quality healthcare support and care that is closer to home for generations to come.

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APPRENTICESHIP AND COMMUNITY BENEFITS PLAN OBJECTIVES

The objectives of the Apprenticeship and Community Benefits Plan for Bayers Lake COC will be to directly impact local social well-being and economic prosperity. These objectives include:

- Maximize the number of apprenticeship opportunities in the Skilled Trades through the Subcontractors
- Apprenticeships consist of both a practical and educational component, which completes their training to enable them to write their certification.
- Provide valuable work experience with the aim to build and establish future careers with the ability to make high employment income.
- Monitor the results of the Apprenticeship and Community Benefits Plan to track EDIH's progress towards achieving its objectives and to provide lessons learned for future projects.
- Tracking, evaluating and reporting quarterly and annually on Apprenticeship and Community Benefits Plan results, including identifying the number of apprentices involved on the Project, identification of barriers that prevent EDIH from achieving its objectives and liaise with subcontractors to make any modifications if necessary.



Objectives for Apprenticeship Opportunities

The objectives set out in the Community Benefits Plan will be coordinated and supported through communication with our Subcontractors. EDIH is committed to providing and maximizing apprenticeship opportunities on the Project for qualified apprentices or journeypersons, including those from historically disadvantaged communities or equity seeking groups, such as Indigenous peoples, racially visible persons, persons with disabilities, and women and men in non-traditional roles. All Subcontractors will be adhering to their collective bargaining agreement for the ratio of apprentices to journeypersons in alignment with the Nova Scotia Government Regulations.

An aspirational target of 25% of all trade and craft working hours, on a trade-by-trade basis, to be performed by qualified apprentices with 10% of apprentices from historically disadvantaged communities or equity seeking working groups, as qualified and available. EDIH and its Subcontractors will work to achieve this 10% aspirational target, and exceed if and where possible. Please note an apprentice may choose to not self-identify at their own discretion, impacting the target percentage.

Language will be included in all tendering documentation, with a follow up at the bid-review meeting and then incorporated into the contract between EDIH and the Subcontractor.

EDIH will work collaboratively with the Province to fulfill communications and stakeholder engagement requirements related to community benefits including:

- An Apprenticeship and Community Benefits Lead and an Integration Coordinator have been appointed.
- Participate in a working group with the Subcontractors, and/or other parties if applicable.
- Tracking progress quarterly and developing an Annual Report on the Apprenticeship and Community Benefits Plan.
- Promoting apprenticeships and identifying opportunities in the construction industry to the community (promoting awareness about the jobs available in each trade, initiatives to disseminate information about goods and services required for the project).
- Identify local 'mom & pop' businesses to provide catering for meetings/topping off celebration. Supply small miscellaneous tools and material when possible.

Description of Apprenticeship Opportunities

As part of the objectives set out in the Apprenticeship and Community Benefits Plan, EDIH will ensure that the Subcontractors are providing opportunities in their workforces to qualified apprentices over the duration of the project. The chart below and Appendix B list the potential apprenticeship opportunities on the project.

Supply of Apprentices

The high workforce demands of such a large project in this neighborhood will be supplemented by the encouragement of apprentice participation on Bayers Lake. The objectives set out in the EDIH's Community Benefits and Apprenticeship Plan for the supply requirement of apprentices to the Bayers Lake project are being coordinated and supported through various initiatives discussed throughout the plan. EDIH will leverage its partnerships to promote apprenticeship opportunities on a trade-by-trade, including those from historically disadvantaged communities or equity seeking groups, such as Indigenous peoples, racially visible persons, persons with disabilities, and women and men in non-traditional roles.

In order to ensure the appropriate supply of apprentices is met, EDIH will rely on its Subcontractors to provide qualified apprentices through their affiliated union hall to carry out the tasks required. EDIH will provide support where possible to its Subcontractors when needed, and will also ensure that these Subcontractors are reporting on a regular basis. Below is the list of construction trades in Nova Scotia with apprenticeship training (not all listed are used on the project).

TRADE	COMPULSORY (C) VOLUNTARY (V)
Blaster	C
Boilermaker	C
Bricklayer	C
Carpenter	V
Communications Technician	V
Construction Electrician	C
Elevating Device Mechanic	C
Gas Fitter	C
Insulator (Heat and Frost)	V
Ironworker (Generalist)	V
Ironworker (Reinforcing)	V
Ironworker (Structural)	V
Oil Heat System Technician	C
Plumber	C
Refrigeration and Air Conditioning Mechanic	C
Roofer	V
Sheet Metal Worker	C
Sprinkler Fitter	C
Steamfitter/Pipefitter	C
Welder	V

The supply requirement of apprentices to the Bayers Lake project will be directly affected by the work phase. Accordingly, the apprentice supply and type will vary throughout the duration of the project.

Please see Appendix B, Schedule of Works by Division.

EDIH has relationships with our ICI skilled labour suppliers, who have been affiliated with programs for over a decade with community programs that meet the CBA language.

EDIH will meet with Subcontractors regularly to ensure targets continue to be upheld and assist with developing plans of action to meet them. Maintaining this open line of communication will be essential as it will determine the number of apprentices and staff required by each trade based on their scope of work.

Support of Apprentices

EDIH will be proactive in helping support the relationships between the apprentices' trade unions and employers throughout the process by connecting with the appropriate parties and ensuring an open line of communication at all times.

EDIH expects high quality apprentices to be employed, trained and developed by their unions and site specific and safety training by the project teams on the Bayers Lake COC project which will make them desirable employees and likely to be retained for the employers next undertaking. EDIH will encourage opportunities whenever possible for apprentices to gain additional training provided by apprentice's trade unions when needed and support apprentices in their training progression and completion.

Community Awareness

EDIH is committed to developing meaningful initiatives that will enhance employment opportunities for local and diverse residents who commonly face employment barriers, as well as to promote opportunities for local enterprises to provide their goods and services.

EDIH will provide support for industry information sharing events to reach and inform local Subcontractors, suppliers and other businesses, of the opportunities to provide goods and services. EDIH will make its best efforts to identify, pre-qualify and contract project-related work where appropriate to qualified local companies.

As part of its communication efforts, EDIH is developing a dedicated website, which will provide construction updates, photos/video footage, contact information section to get involved and for the Bayers Lake COC project. EDIH will support community awareness of apprenticeship opportunities on the project by working with the Communications team to promote interest in securing a career in the skilled trades industry.



For local secondary schools in the community, EDIH can attend on Career Day to share and present on the variety of roles that exist in construction as well as apprenticeship and employment routes. These range from the skilled trades, to project coordination, to project management. EDIH can take part in outreach initiatives, open houses, representation at career/employment centres and college fairs.

The local government is supporting those wishing to enter into a skilled trade position and they can access resources through the website: <https://nsapprenticeship.ca/agency/forms-publications#accordion5>

Job-site tours can be coordinated through Nova Scotia Community College to give those interested in working in the construction industry, an opportunity to have a real life experience of the everyday environment. These tours will be limited to those 16 years of age or older as per the legal age requirement for access a construction site.

Liaise with Local Workforce Agencies

Efforts to reach out and engage with local workforce agencies will be an ongoing and coordinated effort through the Community Benefits Integration Coordinator. Events such an information session at the Nova Scotia Community College will promote apprenticeship placement and journey person employment opportunities to historically disadvantaged communities or equity seeking groups such as Indigenous peoples, racially visible persons, persons with disabilities, and women and men in non-traditional roles interested in a career in the construction industry.

The Apprenticeship and Community Benefits Integration Coordinator will facilitate the formation of strategic alliances with local Subcontractors and organizations representing historically disadvantaged communities or equity seeking groups and community groups in order to work together to develop and implement a workable and meaningful Plan that will provide sustainable benefits. The Apprenticeship and Community Benefits Integration Coordinator will be responsible for the creation of an effective platform and process to connect subcontractors with local labour, suppliers and other goods and service providers.

The Apprenticeship and Community Benefits Integration Coordinator will engage with the below existing organizations and programs specifically aimed at helping historically disadvantaged communities and equity seeking groups to find apprenticeship opportunities:

- Local immigrant agencies employment council to inform visible minorities and new Canadians of available apprenticeship opportunities associated with the Project.
- Helmets to Hardhats (H2H) Canada, a partnership with Canada's Building Trades Unions (CBTU), employers across Canada, and government stakeholders focused on offering apprenticeship opportunities to anyone who has served or is serving in the Regular or Reserve Force Components of the Canadian Forces.
- Aboriginal Peoples Training and Employment Commission (APTEC) to offer apprenticeship opportunities to the Mi'kmaq / Aboriginal Peoples of Nova Scotia. The Native Council of Nova Scotia has a Joint Registration Agreement (JRA) with the Nova Scotia Apprenticeship Agency which enables APTEC to register clients as apprentices with the Nova Scotia Apprenticeship Agency and build a working relationship with employers in Nova Scotia.
- Nova Scotia organizations that encourage, mentor and support women interested in a career in the building and construction trades, such as the Office to Advance Women Apprentices (OAWA), Women Unlimited, and Women in Trades and Technology (WITT-NS). Women Unlimited, a program of Nova Scotia's Women's Economic Equality Society, offers a 14-week program through the Nova Scotia Community College that assists diverse, unemployed and underemployed women enter careers in trades and technology.
- The Nova Scotia Disability Support Program (NSDSP) a government-run program to provide people with disabilities the necessary training and development, funding for workplace training, and relationships with local employers who can provide apprenticeship opportunities for people with disabilities.

Relationships with key point of contacts for community organizations to be developed over the life cycle of the project with assistance from Kim Kennedy, Chief Operating Officer for Nova Scotia Apprenticeship Agency.

Supply of Local Goods and Services

EDIH is committed to supporting local enterprises and other related vehicles to economic inclusions through social procurement whenever possible. EDIH will maximize opportunities for social enterprises and small businesses in the surrounding neighborhoods of Bayers Lake who would potentially be interested in providing their goods and services.

EDIH will communicate and reinforce during its monthly meetings with our Subcontractors the importance to think local first when it comes to the procurement of any goods and services; however, quality trumps local.

Apprenticeship and Community Benefits Lead and Integration Coordinator

EDIH's key strategies to develop and implement the Apprenticeship and Community Benefits Plan will include the appointment of qualified leaders and leveraging EDIH's relationships with Subcontractors and suppliers.

To ensure that the appropriate apprentices are placed on the Bayers Lake COC project, EDIH will be liaising with local workforce agencies through our Subcontractors to promote apprenticeship opportunities with the help of the Apprenticeship and Community Benefits Lead – Mohammed Al-Salem and Integration Coordinator, Amira Kadray.

The Apprenticeship and Community Benefits Lead will have the responsibility to direct the EDIH team in the performance of the Project obligations and to liaise with the Province, the Subcontractors, the local stakeholders and community groups. The Community Benefits Integration Coordinator will have the day to day responsibility for the implementation, tracking and monitoring of the Apprenticeship and Community Benefits Plan.

Complementary Plans

The Apprenticeship and Community Benefits Plan will utilize the Communication Protocol, to relay information to the local community about opportunities to learn about the construction industry and community involvement.

Whenever possible, EDIH will provide support in communication efforts such as:

- Providing community benefits updates for use in web communications, internal newsletters, local community publications, and social media.
- Leveraging the project website to communicate any community benefits updates as well as direct apprentices to where they can learn about the opportunities available.
- Provide support as needed for any community, media enquiries, and media outreach.



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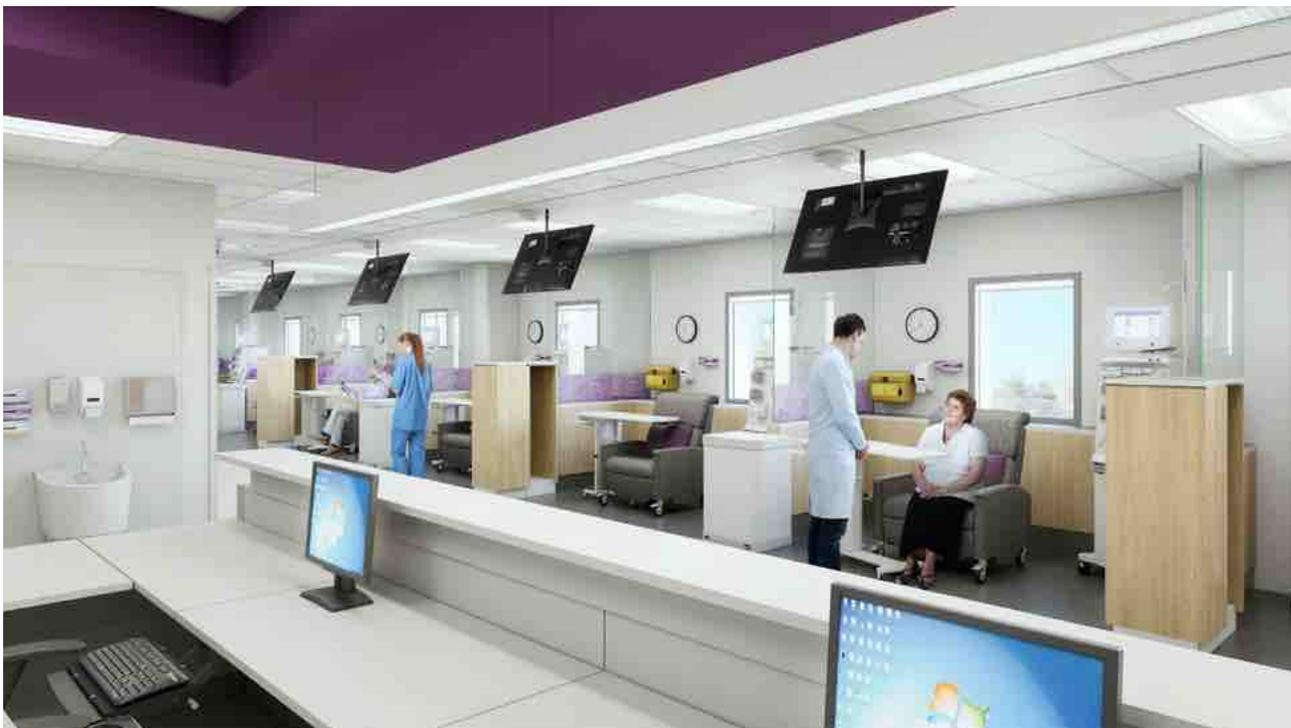
ROLES AND RESPONSIBILITIES

AREA/TASK	THE PROVINCE	ELLISDON
Issues tracking and management	<p>Track and monitor issues related to procurement, AFP, cost, the overall Project scope and ensure partners are informed.</p> <p>Where necessary, develop issues notes, key messages and Questions & Answers lists and share with partners.</p>	<p>Identify issues before and as they emerge and forward to the Province for response. Work with the Province to develop messages and implement strategies.</p> <p>Respond to issues identified by the Province as required.</p>
Government Relations, inclusive of City, Province and Federal	Responsible for liaising with affected local governments, boards and executives, and federal elected officials, providing information that is required/requested about the Project.	Provides support to the Province as appropriate, including but not limited to: providing collateral (renderings, maps, and images) and updates (construction schedule, issue overview, attendance at meetings).
Media Relations	<p>Will lead and support questions about the procurement, AFP, cost and overall contract</p> <p>Will be overall communications lead distributing inquiries to applicable parties as noted. Will lead in answering questions about the project, community benefits, transit benefits, operations, etc.</p> <p>Completes media contact report and forward to Ministries.</p>	<p>Will lead and support questions about their team members, Project schedule, labour, etc.</p> <p>For all media inquiries received, forward to the Province who will determine appropriate party to respond. Work with the Province to develop messaging and support.</p>
Community Relations/ Stakeholder Relations	Provides messaging related to local knowledge initiatives as well as to fact check information about AFP. Oversees/directs/leads community and stakeholder relations.	Support the Province to carry out community and stakeholder relations as appropriate.
Crisis Communications	Lead the development of Crisis Communications Plan in collaboration with EDIH within 30 days of Financial Close.	Provide support for the Province in development of Crisis Communications Plan to outline roles and responsibilities in the event of a crisis, as well as key contact individuals on the Site.
Community Benefits	<p>Work collaboratively with EDIH to fulfill communications and stakeholder engagement requirements related to community benefits including:</p> <ul style="list-style-type: none"> • participation in a working group • helping EDIH to liaise with community partners and supporting the dissemination of EDIH's Annual Reports on the Apprenticeship and Community Benefits Plan. 	<p>Work collaboratively with the Province to fulfill communications and stakeholder engagement requirements related to community benefits including:</p> <ul style="list-style-type: none"> • identifying an Apprenticeship and Community Benefits Plan liaison • participating in a working group • liaising with community partners • tracking progress quarterly and developing an Annual Report on the Apprenticeship and Community Benefits Plan • promoting apprenticeship and opportunities to the community (promoting awareness about the jobs available in each trade, initiatives to disseminate information about goods and services required for the project).

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COMMUNITY BENEFITS WORKING GROUP

NO.	NAME OF PROJECT CO OR PROJECT PARTY	PROJECT TEAM MEMBER NAME AND CONTACT INFORMATION	ROLE AND RESPONSIBILITY OF TEAM MEMBER
1.	EDIH	Mohammed Al-Salem Mobile: (437) 335-1540 malsalem@ellisdon.com	Apprenticeship and Community Benefits Lead
2.	EDIH	Amira Kadray akadray@ellisdon.com	Integration Coordinator
3.	EDIH	Desa Duric Work: (905) 803-6673 Mobile: (647) 262-1609 dduric@ellisdon.com	EDIH Representative
4.	EDIH	Dustin Luchka Work: (905) 896-8900 ext. 36273 Mobile: (289) 776-7740 dluchka@ellisdon.com	Communications Director
5.	The Province	Marie-Aurore Frey (902) 451-5159 Marie-Aurore.Frey@novascotia.ca	Province Representative Director DBFM Nova Scotia Lands – T.B.C.



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TRACKING

In order to track the information required to report to the Province, EDIH will keep an active list of the number of apprentices employed through any self-performed work. Subcontractors will be required to maintain and submit the same report for any apprentices employed for their scopes of work.

Each Subcontractor on the Bayers Lake COC project will be required to provide a quarterly report that identifies apprenticeship participation, total working hours, and project progress. The requirement for apprenticeship reporting from all Subcontractors will be written into each contract. A reporting template will be provided to each subcontractor at the start of their contract to ensure consistency and that regular, recurring deadlines are met.

The quarterly reporting to EDIH will ensure that all parties are meeting its commitments to provide opportunities for qualified apprentices or journeypersons from historically disadvantaged communities or equity seeking groups. If objectives are not met, EDIH will require further explanation from the Subcontractor which will also form part of the quarterly reporting to the Province.

EDIH will also employ an in-house tracking system that will provide accurate and useful statistics on the implementation of the Apprenticeship and Community Benefits Plan.





EDIH will work closely with the Province to ensure that the plan and its initiatives are executed to the best of its abilities and will provide a progress update to the Province on the implementation of the Apprenticeship and Community Benefits Plan. Over the duration of the project, EDIH will maintain proper documentation on its findings, statistics, progress and developments, that will be reported on a quarterly basis in addition to providing an annual report for every year the project is still underway. *Please see Appendix A for a sample Quarterly Apprenticeship Tracking Log.*

The annual report will provide details such as:

- Statistics on the number of apprentices who have secured employment on this Project and other reporting metrics such as ratio of apprentices to journeymen on the project, hours worked by each target group, number of apprentices on the project by trade and any other relevant statistics.
- Detailed information on EDIH's progress toward achieving the objectives set out in the Apprenticeship and Community Benefits Plan, including identification of barriers that prevented EDIH from achieving its objectives.
- Lessons learned.

The below is the template for the quarterly and annual reports to the Province on the implementation of the project-specific Apprenticeship and Community Benefits Program:

1. **Objective/Goal**
2. **Progress and Developments (Quarterly Report activities)**
 - This section will provide information of those who secured apprenticeship positions during that quarter.
 - Community Engagement
 - EDIH participation in local engagements
 - Apprenticeship status will be identified.
 - If people choose to self-identify, the reporting will be broken out accordingly
 - Local Procurement / Social Enterprise
 - A summary for the year will be provided in the Annual Report
3. **Statistics**
 - Construction status
 - External impacts (e.g. COVID-19 updates)
4. **Lessons Learned**
 - A continuous list of wins and challenges endured during the process
5. **Appendix A**
 - A matrix identifying the specifics of hiring and a running total of working hours
 - This matrix will not form part of the Annual Report for privacy reasons as this report get released to the public



APPENDIX

