

UNITED WAY
ILEO

Inclusive Local
Economic Opportunity

ILEO IN ACTION

Towards Inclusive Revitalization | JUNE 2023





Front cover and above photo:
Future Golden Mile stop as part
of the Eglinton Crosstown LRT.
Photo by United Way Greater Toronto/
Daria Perevezentsev

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A MESSAGE FROM THE CO-CHAIRS

In September 2018, we launched a new approach to ensure that the benefits of neighbourhood revitalization reach residents of surrounding low-income communities. Over the first two years of the Inclusive Local Economic Opportunity Initiative (ILEO), leaders from the corporate, public and community sectors took stock of our collective levers for action and co-designed a set of five resident-focused pilot projects addressing various aspects of economic opportunity.

The focus for these practical collaborations was more than just jobs – it involved direct community ownership while addressing resident concerns about financial security. In early 2021, ILEO partners began deploying these pilots, one by one, in east Toronto’s Greater Golden Mile neighbourhood (GGM): an employment training program, a community-owned construction joint venture, a retail small business catalyzer, an inclusive procurement pilot, and new mechanisms to secure and maintain affordable housing in the neighbourhood.

With over 75 mixed-use buildings planned over the next two decades, 35,000+ residential units, thousands of jobs, and billions invested, the Golden Mile presents an unprecedented opportunity. Fourteen developments, each broken into multiple phases with differing timelines, will allow the pilots to be tested and refined. It will also allow for the building of long-term cross-sector relationships and assets that we believe will result in the nimble, innovative, and collaborative action needed to ensure that the local community can truly benefit from the opportunities that will be generated.

Five years later, ILEO has grown from 17 corporate leaders to 32 partners across all sectors and industries, and the pilots are demonstrating early indicators of success. We’ve hired more than 130 residents, generated \$500,000+ in new revenue to local businesses, and directly trained close to 100 residents through ILEO initiatives. ILEO has also created a number of assets in the GGM that can be leveraged as the development advances, including multiple models for locally-delivered, employer-driven training for construction, professional, administrative, and technical positions; a new GGM-focused not-for-profit entity that can connect with residents and other local actors; and local entrepreneurship training.

Perhaps the most compelling of our assets is the unique work model we’ve created – private, public, and community sectors working together in collaboration to create economic opportunity that is inclusive, local, and informed by residents.

We are grateful for those that have stepped up to this challenge.

Daniele Zanotti
President and CEO
United Way Greater Toronto

Darryl White
CEO
BMO Financial Group

**Five years later,
ILEO has grown
from 17 leaders to**

32 partners
across all sectors
and industries

5 pilots
demonstrating early
indicators of success

130+
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\$500,000+
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Greater Golden Mile Neighbourhood
by United Way Greater Toronto/
Nicholas Jones

ILEO leverages the strengths of the private, public and community sectors to drive economic opportunity at the neighbourhood level.

INTRODUCTION

In 2018, United Way Greater Toronto and BMO Financial Group launched a made-in-the-GTA initiative to respond to an urgent challenge. In the face of growing neighbourhood inequality, historically low-income communities in the GTA were not benefitting from our region's prosperity. The Inclusive Local Economic Opportunity Initiative (ILEO) builds on decades of resident-led work strengthening neighbourhoods, where economic opportunity was identified as the most pressing issue facing residents.

ILEO leverages the strengths of the private, public, and community sectors to drive economic opportunity at the neighbourhood level. It is a deliberate place-based approach to catalyze opportunities for residents and enable all stakeholders to work together to ensure that the benefits of neighbourhood revitalization reach those who, without deliberate intervention, often are overlooked.

THE INITIATIVE HAS FOUR DEFINING FEATURES:

Inclusive	Local	Economic	Opportunity
More people sharing in the prosperity of the region	Neighbourhood based and focused	Improves financial position and capability of residents	Not just jobs, but onramps to financial security and self-sufficiency

Since its launch, ILEO has piloted a set of practical collaborations in Toronto's Greater Golden Mile (GGM), the first neighbourhood to be part of the initiative. Led by the multi-sector ILEO Leadership Table, the pilots leverage public and private sector investments to address priorities identified by residents. To build a thriving neighbourhood ecosystem, each member brings with them their unique role and strengths. The ILEO Leadership Table offers a new way of working that encourages all members to play active roles in collaborative problem-solving - and to be full partners in the design and execution of new strategies that are mutually beneficial in advancing inclusive local economic opportunities.

Five years later, members of the ILEO Leadership Table have co-created, launched, and refined ILEO pilot projects that have benefited over 150 local residents and small business owners. As neighbourhood revitalization is set to begin, these new models and ways of working have laid the groundwork so that the community and residents will be able to benefit from the opportunities that will be generated by the massive development that is to come.

This report takes stock of where the ILEO initiative is today, outlining the pilots, the mobilizing entities, key learnings, and the results so far.



Greater Golden Mile Neighbourhood
by United Way Greater Toronto/
Nicholas Jones

Among large metropolitan areas in Canada, Toronto has become the most unequal and the most polarized.

WHY A PLACE-BASED APPROACH?

In the GTA, residents' chances of success are increasingly dependent on where they live. In Toronto specifically, a city that prides itself on the diversity of its neighbourhoods, middle-income neighbourhoods are vanishing. Opportunity is becoming concentrated in high-income neighbourhoods and low-income neighbourhoods are being left behind. Among large metropolitan areas in Canada, Toronto has become the most unequal and the most polarized. Between 1970 and 2015, the City of Toronto saw a 105% relative increase in inequality, measured by income inequality between census tracts¹. In the most recent 2021 census, Toronto once again ranked as the most unequal city in Canada².

We know that as income inequality grows, more residents experience financial hardship and social pressures, with direct negative impacts on individual and community stability and well-being. The impacts of inequality are starkly visible by postal code – manifesting in disparities in health, social and economic outcomes of individuals and communities.

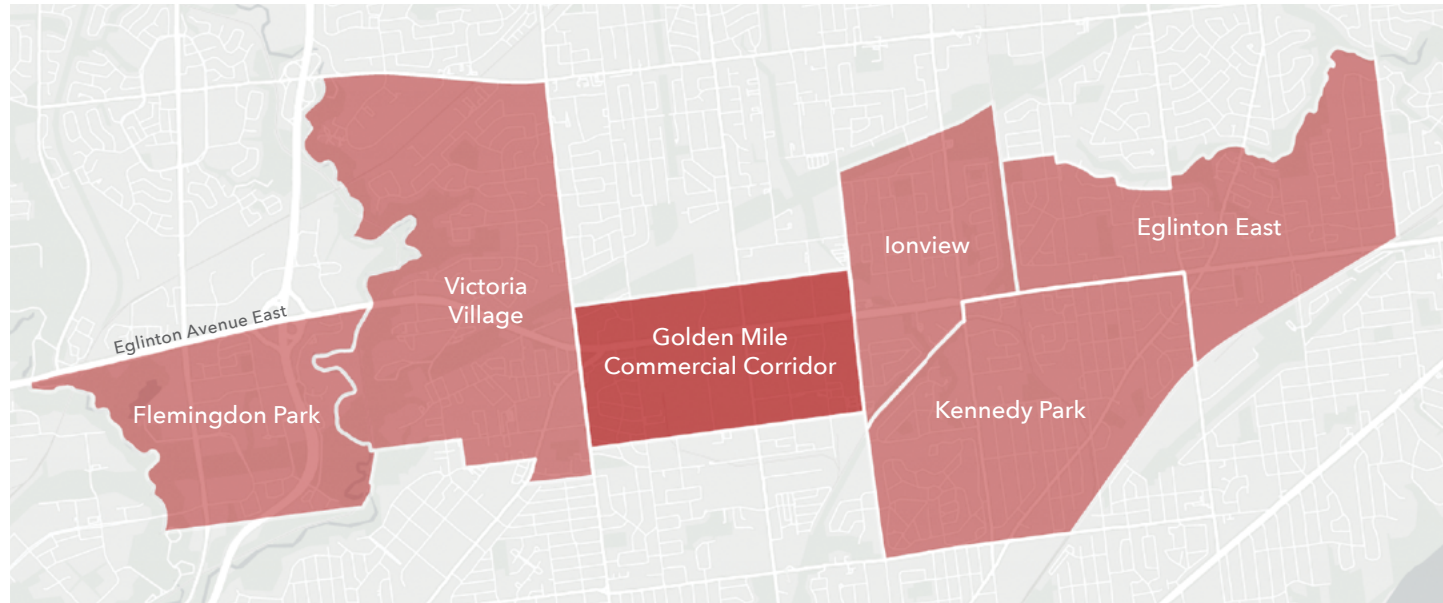
Since 2005, United Way Greater Toronto (UWGT) has targeted investments in and provided direct assistance to low-income suburban communities through the Building Strong Neighbourhoods Strategy. UWGT has invested over \$50 million across neighbourhoods in Peel, Toronto and York Regions to support and empower residents to take action on local issues, and to establish seven Community Hubs that coordinate around 100 agencies to bring comprehensive services and amenities to these communities. Beyond distributing funds, UWGT equipped residents with lasting tools to advance resident voice - such as training and support for more than 2,400 residents to help them lead, organize, engage and influence local change.

As the GTA grows, the public and private sectors are making significant investments in transit, housing development, and community infrastructure across the region. These changes can revitalize communities, bringing new amenities, services and opportunities, but they may also unintentionally displace local residents and business owners in low-income neighbourhoods. They may find themselves out of place as new and often more expensive amenities, services, and supports replace the familiar and more culturally relevant establishments that welcomed and served them in the past.

ILEO is a direct response to this reality. Its five pilots are tailor-made to respond to the strengths, needs, and desires of residents in the surrounding neighbourhood to ensure that the economic benefits of revitalization are shared with those who are experiencing it. Each focusing on different aspects of economic opportunity, taken together the pilots build a set of neighbourhood assets that can continue to drive inclusive economic development throughout the development and beyond.

¹ United Way Toronto (2017). [The Opportunity Equation: Building opportunity in the face of growing income inequality.](#)

² Statistics Canada (2022). [Infographic 7: Income inequality highest in Toronto, Calgary and Vancouver.](#)



Map of the Greater Golden Mile comprised of the Golden Mile commercial corridor and five surrounding neighbourhood improvement areas.

The Golden Mile centres around a large commercial and industrial strip surrounded by five mostly residential neighbourhood improvement areas that are home to over 93,000 residents.

WHY THE GREATER GOLDEN MILE?

The **Greater Golden Mile (GGM)** neighbourhood in East Toronto presented the right combination of need and opportunity in which to pilot ILEO. Home to over 93,000 residents, the GGM centres around a large commercial and industrial strip surrounded by five mostly residential neighbourhood improvement areas located in Scarborough and parts of North York: Victoria Village, Ionview, Kennedy Park, Flemingdon Park and Eglinton East. Formerly serving as an important hub of large-scale manufacturing, the economic power of the area began to decline in the 1970s after manufacturers began leaving the area and average incomes fell relative to the rest of the city. Today, the core strip between Victoria Park Avenue and Birchmount Road is dominated by chain stores and large surface parking lots.

THE GOLDEN MILE TODAY:



1. Housing in Need of Major Repairs
2. Median Household Income After Tax (2020)
Data from 2021 Census, Statistics Canada.

The 19-kilometre, 25-stop Eglinton Crosstown LRT is a generational transit investment that will connect the GGM to the city's high-order transportation network. Acting as a catalyst, it will be followed by further infrastructure projects such as the Ontario Subway Line and the Scarborough Subway extension over the next decade. This has brought significant development attention, including commercial and residential revitalization that will transform the neighbourhood.

Currently, 14 private developers have submitted development applications to build over **35,000 residential units in the core of the Golden Mile and construction is expected to continue for decades**. Projections estimate that the area will see an influx of over 55,000 new residents over this time. A combination of public and private infrastructure investments will spur economic growth and transform the area into a new "downtown" complete with tens of thousands of new residents and jobs close to several transit lines.

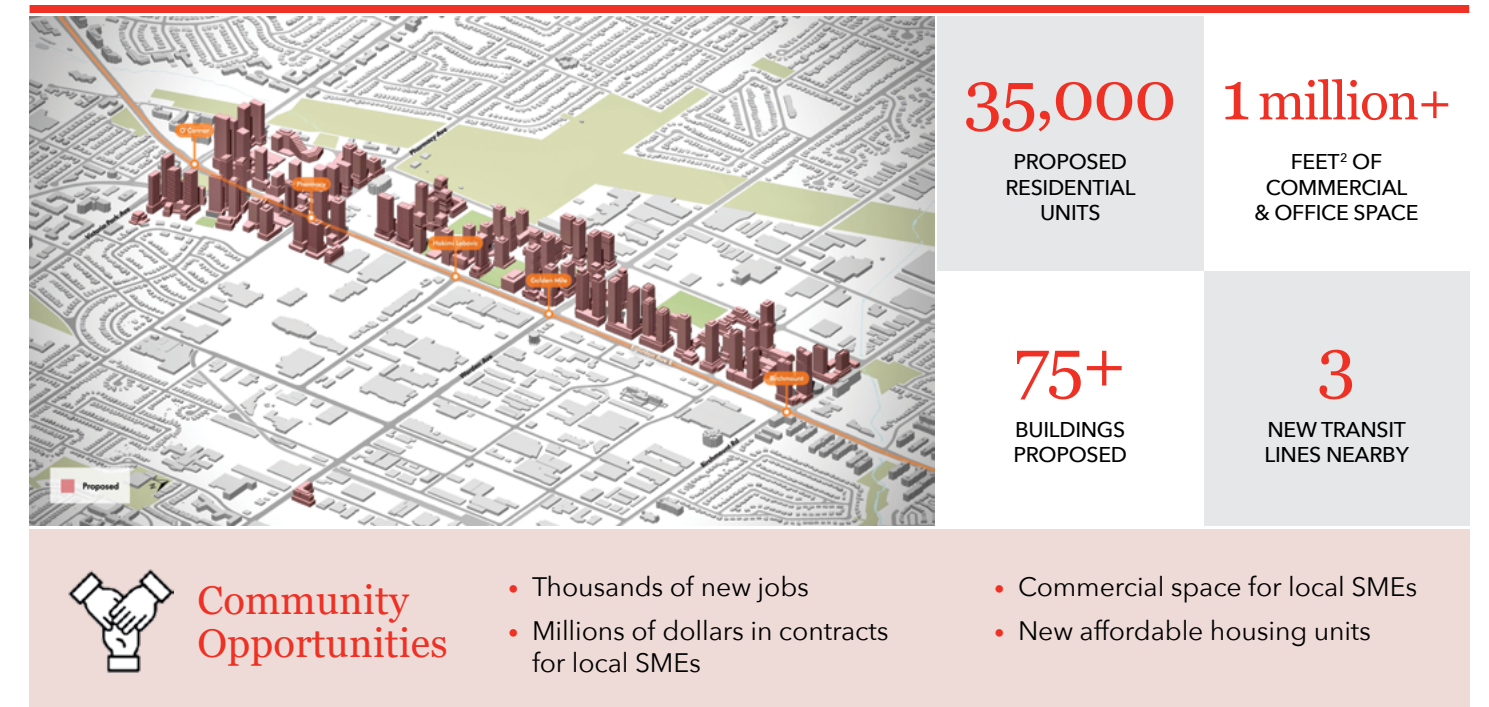
Today, the Greater Golden Mile is home to diverse communities. More than 62% are born outside of Canada and 76% identify as visible minorities³. Income and employment rates in the neighbourhood continue to fall below the city average – a key indication that opportunity is not reaching residents. Critically, GGM residents identified economic opportunity as a key priority and were clear that they wanted better access to – and information about – employment services, skills training for jobs within reach, and support to start and grow small businesses in their neighbourhood (see Spotlight A: Resident Voices).

The specific ILEO challenge for the neighbourhood was to ensure the economic opportunities generated by planned investments reach all neighbourhood residents, particularly low-income residents who already call Greater Golden Mile home.

The specific ILEO challenge for the neighbourhood was to ensure the economic opportunities generated by planned investments reach all neighbourhood residents.

³ Statistics Canada (2021). 2021 Census of Population

THE GOLDEN MILE TOMORROW:



3D visualization of current Golden Mile development proposals, courtesy of Stephen Velasco, Future Model Toronto

WHY THE GREATER GOLDEN MILE? CONT'D

The fact that the development in the core of the Golden Mile will be exclusively on privately owned land makes the area especially intriguing. Levers that can be directed towards affordable housing or compel community benefits agreements when there is public ownership are not available here. This has necessitated a focus on activities that provide value to all partners and an intentional emphasis on building assets that can drive the economic benefit of neighbourhood revitalization to the community. At the same time, with 14 private developments planned over the next two decades, the Golden Mile presents an opportunity to plan, long-term, so that residents are equipped for the thousands of jobs and other opportunities that will emerge. With each development comprising multiple phases with their own varied timelines, there is also an unprecedented opportunity for iteration and learning, piloting with some of the first developments to break ground, and refining as others get underway.

Learn more about the unique opportunity in the [Greater Golden Mile](#).

SPOTLIGHT A: RESIDENT VOICES THE GOLDEN MILE COMMUNITY BENEFITS FRAMEWORK

Anchoring the work of ILEO is the [Golden Mile Community Benefits Framework](#) (CBF), a community-informed response to the anticipated large-scale, transit-oriented development precipitated by the construction of the Eglinton Crosstown Light Rail Transit (LRT). Supported by United Way Greater Toronto, the Framework was prepared by Working Women Community Centre on behalf of the Golden Mile Impact Network, which comprises over 20 community-based organizations working with residents in the Golden Mile and surrounding areas. It reflects the knowledge, innovation and expertise of almost 700 resident voices speaking 18 different languages, supported by Network partners, who, over the last few years, created pathways of access and a sense of inclusion, with respect to land use planning, with and among racialized, newcomer, and lower-income households within the Golden Mile's surrounding Neighbourhood Improvement Areas (NIAs): Victoria Village, Ionview, and O'Connor.

The CBF builds on years of local efforts to advance the community's vision for inclusive development and is intended for investors, local property owners, political representatives, community advocates and other interested stakeholders to ensure private investments yield social, economic, and other benefits for residents in the area.

The Golden Mile Community Benefits Framework was informed by

over **20** community based organizations,

almost **700** resident voices,

speaking **18** different languages.

CBF PRIORITIES FOR INCLUSIVE DEVELOPMENT

1.



Housing Diversity

2.



Local Economic Opportunities

3.



Community Space

WHERE WE ARE TODAY IMPACT

Five years after the launch of the initiative, ILEO has five active pilots in the Greater Golden Mile. The pilots are focused on achieving three objectives identified by the ILEO Leadership Table to align with the priorities identified by residents:

- **Good Jobs**
To match residents' talent with in-demand jobs, both in and beyond the neighbourhood
- **Community Ownership**
To ensure local residents and other community stakeholders can leverage opportunities for individual and collective ownership of assets, and have agency over what happens in their community through consultation and power sharing mechanisms
- **Influencing Development**
To ensure the vision and needs of residents and other local stakeholders are reflected in the built form of the revitalized neighbourhood

In 2022, the third objective was narrowed to focus on the emerging critical priority of developing and testing new approaches to maintaining and increasing affordable housing in the neighbourhood.

With each pilot focused on complementary aspects of economic opportunity, more than 150 local residents and small business owners have benefited from new jobs, retail opportunities, targeted training, and new business connections in the first two years of pilot execution. Approximately 81% of pilot participants identify as a visible minority and 56% identify as women, confirming that ILEO pilots are reaching the core demographic of the neighbourhood with opportunities that may have otherwise been out of reach.

EARLY INDICATORS OF SUCCESS TO-DATE

136

Golden Mile residents hired as part of ILEO

\$534,490

Total increased revenue for GGM businesses

92

Residents directly trained through ILEO pilots

1,221

Total employability supports for local residents

4,158

Total local interactions in community initiatives



Greater Golden Mile residents. Photo by United Way Greater Toronto/ Nicholas Jones

ILEO has five active pilots in the Greater Golden Mile with each pilot focused on complementary aspects of economic opportunity for the local residents and small business owners.

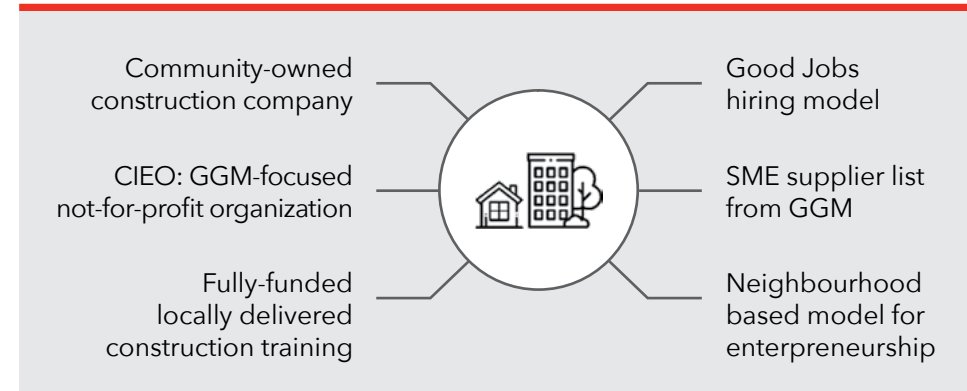


ILEO Community Market partners at RioCan Warden. Photo by United Way Greater Toronto/Daria Perevezentsev

WHERE WE ARE TODAY: IMPACT CONT'D

As the construction in the Golden Mile is yet to begin, these early indicators speak to the potential of the pilots to create an impact over the course of the development. The pilots have been designed to not only deliver jobs and training, but also a path to community ownership. Taken together, they represent a set of community assets that can be deployed as needed, equipping residents to take advantage of opportunities as they become available through the development.

ILEO: CREATING SHARED COMMUNITY ASSETS



COLLABORATION

As the initiative has matured, partner engagement, especially from the corporate sector, has evolved...resulting in shared-value activities, where both the community, and the partners involved derive real value from the work, contributing to the sustainability of both the pilots and the initiative as a whole.

The ILEO Leadership Table has grown to represent 32 organizations across the private, public, community, philanthropic, and higher education sectors, with new partners joining regularly. The ILEO Corporate Charter continues to play a central role in mobilizing economic opportunities in the neighbourhood, hiring residents, procuring locally, and supporting GGM entrepreneurs (See Spotlight B: The ILEO Corporate Charter).

ILEO's community-founded Centre for Inclusive Economic Opportunity, Golden Mile (CIEO), is poised to be the on-the-ground entity working with residents, local businesses, and others to ensure that the benefits of the development reach residents in the GGM with job training and business opportunities over the next decades (See Spotlight C: Activating CIEO).

As the initiative has matured, partner engagement, especially from the corporate sector, has evolved from partners working across the ILEO set of pilots and activities, to each partner honing in on one or two high-impact activities. This is especially true for ILEO partners with a physical footprint in the neighbourhood who have opportunities for deeper impact than others. This has resulted in focusing on shared-value activities, where both the community, and the partners involved derive real value from the work, contributing to the sustainability of both the pilots and the initiative as a whole.

LEARNING & EVALUATION

The ILEO initiative uses a shared measurement system to allow the tracking and assessment of its collective impact in the community; it also helps to foster a shared sense of responsibility. It includes both an outcome-based evaluation framework, initiated in early 2021, and a new developmental evaluation and learning framework focused on harvesting learnings to achieve collective impact goals.

The outcome-based evaluation was developed with PwC Canada to track and assess the impact of the initiative at the pilot and macro-level across the ILEO initiative's objectives. The main elements of the Framework are:

- **An ILEO Impact Dashboard**, which provides an overall picture of the ILEO Initiative, showing the aggregated impacts of corporate-community actions across 5 key indicators collected through the quarterly ILEO Charter Action Tracker and reports from community and partner organizations involved.
- **ILEO Pilot and Charter evaluation**, which provides activity-level tracking of on-the-ground outcomes and ongoing assessment of the effectiveness of the various ILEO interventions.

The Developmental Evaluation and Learning Framework is being implemented for the first time in 2023 and focuses on systematically capturing, codifying and sharing learnings to strengthen our capacity for real-time assessment to guide decisions, continuous iteration and improvement of activities.

With the goal of replication in mind, the initiative is also sharing learnings through case studies, how-to guides, and blog posts, all available on the [ILEO Resource Hub](#).

The ILEO initiative uses a shared measurement system to allow the tracking and assessment of its collective impact in the community; it also helps to foster a shared sense of responsibility.

Golden Mile Trades Training Program delivered by the Labour Education Centre





Future Golden Mile stop as part of the Eglinton Crosstown LRT. Photo by United Way Greater Toronto/ Daria Perevezentsev

SPOTLIGHT B: THE ILEO CORPORATE CHARTER

The signatories of the ILEO Corporate Charter play a leadership role in creating economic opportunities in the neighbourhood. With representation from across finance, real estate, construction, technology, and consulting services, as well as government agencies and higher education, signatories are actioning their commitments to inclusive procurement, hiring and training, fair wages and products and services fit for community needs.

Charter signatories not only leverage their purchasing and employment power, but through co-designing and co-delivering ILEO pilots, they contribute their core business expertise to new models of economic development, growing community ownership, and unlocking potential for residents and local entrepreneurs.

Their action has resulted in over \$55,000 in direct local procurement, over 130 people hired from the community, and over 25 entrepreneurs supported in growing their businesses.

CURRENT SIGNATORIES OF THE ILEO CORPORATE CHARTER

- BMO Financial Group
- CMHC
- Centennial College
- The Daniels Corporation
- Dentons Canada
- Dream
- Enbridge Gas
- IBM Canada
- Kilmer Group
- McKinsey & Company Canada
- MLSE
- PwC Canada
- RioCan REIT
- RPIA
- Sun Life
- University of Toronto

FIVE LEVERS OF ACTION FOR CHARTER SIGNATORIES

- 1. Inclusive procurement practices** that consider local and diverse suppliers.
- 2. Inclusive hiring and workforce policies** that prioritize hiring from vulnerable communities and recognize barriers to employment.
- 3. Training and apprenticeship programs** that offer skills, networks, and tools to improve employment prospects.
- 4. Fair wages and benefits** for employees at all levels.
- 5. Products and services** that are tailored to ensure access and realize potential.

Resource: Learn more about the [ILEO Corporate Charter](#)

SPOTLIGHT C: ACTIVATING CIEO

The [Centre for Inclusive Economic Opportunity, Golden Mile \(CIEO\)](#) is a not-for-profit organization founded in 2020 by 10 community organizations to expand economic opportunities for residents of the GGM. Stewarded by UWGT, CIEO's first mandate was to partner with Aecon on the creation of [Aecon-Golden Mile \(A-GM\) joint venture](#).

CIEO member agencies have ties to the neighbourhood and experience delivering employment and other social services to residents. CIEO developed a Strategic Plan in 2022 and hired its first full-time employee in early 2023 to support the growth of A-GM, expand awareness of CIEO in the community, and build connections with residents, local businesses, and others in order to ensure that the development in the GGM benefits current and future residents.

CIEO'S 2022-2025 GOALS

- Grow Aecon-Golden Mile (A-GM)
- Build and leverage community intelligence and advocacy
- Provide access to training for residents and businesses to strengthen local capacity to participate in Good Jobs and Economic Opportunities

FOUNDING MEMBERS OF CIEO

- ACCES Employment
- Labour Education Centre
- Out of the Box Social Enterprise
- Toronto Community Benefits Network
- TNO - The Neighbourhood Organization
- Working Women Community Centre
- Warden Woods Community Centre
- West Scarborough Neighbourhood Community Centre
- WoodGreen Community Services
- YWCA Toronto

Greater Golden Mile neighbourhood. Photo by United Way Greater Toronto/ Nicholas Jones





Aecon-Golden Mile Joint Venture employees, courtesy of Aecon.



Syed Jafri. Photo by United Way Greater Toronto/Daria Perevezentsev

“The position I am in right now is the start of my professional career.”

- Syed Jafri, Graduate of Golden Mile Trades Training, and A-GM Employee.

An electrical engineer in Pakistan, Syed Jafri had never worked in construction or used construction tools. After arriving in Canada and learning about A-GM, Syed participated in Golden Mile Trades Training with the hopes of building a career in the construction industry. In July 2022, he was hired to install fibre optic cable in residential developments. In April 2023 Syed was promoted to Project Coordinator and has started training crews to install buried service wires.

“We are proud of how the A-GM joint venture is creating shared value – helping Aecon action our commitment to communities in a way that is aligned with our strengths and values, while also creating a long-term and sustainable impact.”

- John Beck, Founder and Non-Executive Chairman, Aecon Group Inc.

THE PILOTS

a. AECON-GOLDEN MILE (A-GM) CONSTRUCTION JOINT VENTURE

The Aecon-Golden Mile (A-GM) joint venture was created to ensure that the community would benefit from more than just jobs as the neighbourhood revitalized. As a 51% community-owned construction company, more than half of the profits generated by A-GM will be reinvested into the community with the goal of expanding economic opportunities for residents.

The partnership leverages the strengths of both partners – Aecon, the 49% partner, brings its construction and business expertise, and members of the Centre for Inclusive Economic Opportunity (see Spotlight C: Activating CIEO) recruit, conduct pre-employment training, and deliver wraparound supports for employees. A-GM currently focuses on utilities, offering hydrovac and buried service wire work, and will soon be expanding its service offerings to other construction areas.

MAJOR MILESTONES TO-DATE

over \$468,000

in revenue for the A-GM since launching in 2022, with projections to be profit making by 2025.

19 Golden Mile residents hired

into unionized jobs. with a goal to have an employee base of over 40 residents by the end of 2023.

\$850,000

received by CIEO member Labour Education Centre by the Province of Ontario to deliver pre-employment trades training to 72 GGM residents by March 2024.

KEY LEARNING

- Readiness of residents: Recruiting construction-ready residents from the GGM requires broad outreach and an introduction to the industry. Working across all CIEO agencies to increase reach in the community and introducing pre-employment training to interested residents has increased successful hires.
- Construction work is seasonal: Given the seasonal nature of construction work, employee retention during the winter months can be challenging. A-GM is currently rounding out its service offering to include year-round work to address this.

ILEO PARTNERS

- Aecon Group Inc.
- Centre for Inclusive Economic Opportunity (CIEO) - See Spotlight C: Activating CIEO
- The Labour Education Centre (CIEO member)

Key resources:

- [Local Impact for A-GM Employees Video by United Way Greater Toronto](#)
- [Golden Mile Trades Training led by LEC](#)

A-GM joint venture employees. Photo by United Way Greater Toronto/Daria Perevezentsev





Greater Golden Mile neighbourhood.
Photo by United Way Greater Toronto/
Nicholas Jones

“The engagement and dedication of all the pilot partners, along with United Way’s leadership, is the key to this pilot’s success. Sun Life has taken an active role in the program, from training in class to onboarding and beyond. This collaboration gives GGM residents access to good employment with real career potential.”

– Allison Pond, President & CEO,
ACCES Employment

THE PILOTS

b. ILEO GOOD JOBS

ILEO Good Jobs aims to ensure that residents are equipped to take advantage of the opportunities that will become available as the development gets underway. Created in partnership with IBM Canada, and piloted by Sun Life and ACCES Employment, the model provides company-specific practical training that is co-designed and delivered by community agencies and employers, and focuses on jobs with growth potential where there are recruitment or retention issues. The training targets full-time jobs that offer a living wage and benefits. **ILEO Corporate Charter signatories** also prioritize hiring GGM residents through their own recruitment channels.

As the redevelopment of the Golden Mile approaches, ILEO Good Jobs is working with developers, construction companies, unions, higher education, and community agencies to map out the opportunities that will be available and to ensure that local residents will be equipped to benefit from the thousands of construction and non-construction jobs created during the development.

MAJOR MILESTONES TO-DATE

117 job seekers

from the Greater Golden Mile hired by ILEO corporate partners in a range of industries and occupations as part of ILEO Good Jobs pilot.

34 Golden Mile residents trained

for disability adjudicator positions by Sun Life with 16 residents hired by Sun Life at the end of the program. A third training targeting multiple jobs in insurance will be delivered later in 2023.

“The biggest hindrance to newcomers like me is uncertainty—but this is a complete, 360 program. The most important thing we need is support... I encourage other newcomers to take advantage of these opportunities!”

– Habeebah Patel, Greater Golden Mile Resident and Disability Adjudicator at Sun Life.



Habeebah Patel. Photo by Josh Randell.

KEY LEARNING

- Quality jobs in multiples: Identifying multiple full-time employment opportunities with a single employer that offer living wages and benefits requires ongoing coordination with employers. Current revisions to the model include adapting training to target related (but not identical) positions to enable more frequent training, and/or targeting multiple employers.
- Initial time investment from all partners is high: Development and implementation of career pathways is labour intensive and requires repetition to be cost-effective in future iterations.

ILEO PARTNERS

- ACCES Employment
- Aeon Group Inc. (Crosslinx)
- Catholic Crosscultural Services
- The Daniels Corporation
- Dentons Canada
- IBM (Model Development)
- Labour Education Centre
- Out of the Box Social Enterprise
- PwC Canada
- RPIA
- Sun Life (ILEO Good Jobs in Insurance Pathway)
- TNO – The Neighbourhood Organization
- Toronto Community Benefits Network
- Toronto Employment and Social Services
- Tropicana Community Services
- University of Toronto
- Victoria Park Hub – Working Women Community Centre
- Warden Woods Community Centre
- West Scarborough Neighbourhood Community Centre
- WoodGreen Community Services
- YWCA Toronto

Key resources:

- **5-step How-to-Guide** for employers interested in ILEO Good Jobs
- **ILEO Pilot Case Study** outlining the ILEO Good Jobs model and the first pilot with ACCES Employment and Sun Life.



Greater Golden Mile businesses.
Photo by United Way Greater Toronto/
Federico Vargas

“The Scarborough Business Association knows that strong local businesses are at the core of vibrant neighbourhoods that create economic benefits for the entire community. We’re happy to collaborate with the ILEO team to identify Golden Mile-based suppliers, support ILEO Storefront Starter and promote Golden Mile Trades Training opportunities.”

– Andrea Hazell, President and Chair,
Scarborough Business Association

THE PILOTS

C. INCLUSIVE PROCUREMENT

Inclusive Procurement aims to redirect the purchasing power of large organizations to suppliers that are local, diverse-owned, and/or have a social mission in the GGM. With years to go before the GGM development, the priority has been to understand the local small and medium-sized business ecosystem and the barriers to inclusive procurement for large private sector organizations. Initial activity focused on ILEO Charter companies making purchases in the GGM.

As construction in the Golden Mile nears, the pilot will narrow its focus to the redevelopment opportunity ahead, working with developers, construction companies, and others to understand the scope, scale, and timing of procurement so that local businesses are ready and equipped to participate in procurement opportunities.

MAJOR MILESTONES TO-DATE

over \$55,000 in initial purchases

by ILEO Charter companies including food supplies, gift boxes from Storefront Starter entrepreneurs, and art.

2,029 businesses

in new segmented GGM supplier list created with help from City of Toronto Economic Development and Culture and the Scarborough Business Association.

Developed an Inclusive Procurement Community of practice

for ILEO Charter Companies to share challenges and opportunities.

“Working with ILEO to create custom gift boxes had the combined benefit of exposing products from local entrepreneurs to a wider corporate audience, while also providing employment opportunities for adults with neurodiverse exceptionalities at our centre.”

– Jallaja Pararajasingham, Manager of Social Enterprise, Goodness Gift, SAAAC Autism Centre



ILEO Gift Boxes containing products from ILEO Storefront Starter entrepreneurs. Photo by Josh Randell.

KEY LEARNING

- Few purchasing categories offer immediate purchasing opportunities: Large organizations are bound by multi-year and/or national contracts for significant purchasing, leaving few opportunities to purchase locally without significant planning.
- Hybrid work environment: Remote and hybrid work has reduced the demand for key inclusive procurement categories like catering.
- Matchmaking and local capacity: Many existing local suppliers lack the capacity to supply partners at a large scale today.
- Redevelopment is the biggest opportunity: Mapping procurement opportunities over a 20-year development timeline, and equipping local suppliers to take advantage of these opportunities over the long-term is highest impact activity.

ILEO PARTNERS

- BMO
- CMHC
- City of Toronto
- The Daniels Corporation
- Dentons Canada
- Dream
- IBM Canada
- Kilmer Group
- MLSE
- PwC Canada
- RioCan REIT
- RPIA
- Sun Life

Key resources:

- **How-to-Guide** on local art procurement jointly developed by The Daniels Corporation and United Way Greater Toronto.
- **ILEO Case Study** on inclusive local art procurement at the Daniels Corporation
- **ILEO Case Study** on inclusive procurement at BMO



ILEO Community Market at RioCan Warden. Photo by United Way Greater Toronto/Daria Perevezentsev

“RioCan creates vibrant community spaces where we can all prosper. We support communities where we operate and believe entrepreneurship is a critical driver of innovation and economic growth. We are proud to continue to partner on ILEO’s Storefront Starter project and look forward to hosting this year’s aspiring entrepreneurs and continuing to build meaningful relationships within the community.”

– Jonathan Gitlin, President and Chief Executive Officer, RioCan REIT

THE PILOTS

d. ILEO STOREFRONT STARTER

ILEO Storefront Starter aims to ensure that local small businesses can actively participate and benefit from the upcoming revitalization of the Greater Golden Mile. The program offers three phases of support for early-stage entrepreneurs including foundational training, coaching to scale, and opportunities to test their products and business models in multiple marketplaces.

The first ILEO market was hosted by RioCan for nine Saturdays in the summer of 2022, where entrepreneurs gained practical experience, including in sales, merchandising, and inventory management. A second market was hosted by BMO at First Canadian Place in December 2022, where entrepreneurs were able to further refine their approach.

Informed by key learnings from the first cohort, a second iteration of ILEO Storefront Starter is underway with key modifications for increased impact on the community. Future evolutions of the pilot could include shifting to understanding, supporting, and responding to the challenges and needs of the established small and medium-sized business before, during and after the development.

Untainted Bath and Body products at ILEO Holiday Market hosted by BMO. Photo by United Way Greater Toronto/Daria Perevezentsev



MAJOR MILESTONES TO-DATE

27 aspiring entrepreneurs

supported to-date with 120 hours of free hands-on business training, testing, and skills development.

\$110,000 in quantifiable benefits

received by entrepreneurs in year one including revenue from retail market opportunities, access to start-up financing, and multiple in-kind contributions.

3 print and television media opportunities

secured throughout the program, and entrepreneurs were able to build connections to corporate partners and local business networks.

“As a Scarborough native, I am very honoured to be part of this amazing initiative. It brings the community together. It allows us to have exposure. That means a lot.”

– Kadaesha Lindsay, Year 1 ILEO Storefront Starter entrepreneur, Untainted Bath and Body



Kadaesha Lindsay, Owner, Untainted Bath and Body. Photo by United Way Greater Toronto/Daria Perevezentsev

KEY LESSONS LEARNED

- Market opportunity is unique, and location is key: The market opportunity sets Storefront Starter apart from other small business training programs, offering a testing and revenue-generating platform. Ensuring a high foot-traffic location can exponentially increase impact for participants, offering more opportunities for sales and interacting with customers.
- Difficult to scale: Effective training and marketplace operations make the model resource-intensive and aligning all components of the model to create a seamless experience for entrepreneurs requires lots of coordination on the part of multiple partners. This would be difficult to scale without significant investment.

ILEO PARTNERS

- ACCES Employment
- BMO
- BRIKA (implementation partner)
- Business in the Streets (implementation partner)
- City of Toronto
- The Daniels Corporation
- Dentons Canada
- PwC Canada
- RioCan REIT

Key resource:

- [ILEO Storefront Starter Video](#)



3D visualization of proposed developments in the Golden Mile, courtesy of Stephen Velasco, Future Model Toronto

“Due to the limited opportunities and infrastructure currently in our neighbourhoods, the redevelopment process in the Golden Mile needs to be intentional about promoting inclusive development, especially for seniors, low-income residents and racialized youth.”

– Golden Mile Resident, Community Benefits Framework Consultation

⁴ Legacy towers refer to mostly privately-owned purpose-built rental apartment towers over five storeys in height built before 1985. Learn more about the case for revitalizing the GTA’s aging rental tower communities in our [Vertical Legacy](#) report.

THE PILOTS

e. DESTINATION GOLDEN MILE

Destination Golden Mile aims to ensure that as the neighbourhood revitalizes, affordable housing is available in the new development, and **existing housing in legacy towers** is not lost. Without intervention, it is expected that approximately 750 of the overall 35,000 proposed new units will be affordable. At the same time, a sizeable portion of the existing stock of about 30,000 rental units is falling into disrepair and at risk of being redeveloped into new market units, threatening the supply of affordable housing in the neighbourhood.

THE PILOT HAS THREE STREAMS OF WORK:

- 1. Local Asset Innovation:** grow affordable housing supply and diversity by harnessing local assets in the GGM
- 2. Financial Instruments:** test new ways to finance and fund the development of affordable, suitable, and diverse units in the GGM, as identified by the local community in the Golden Mile Benefits Framework
- 3. Retrofits and Affordability:** develop and test new funding and financing models to retrofit private affordable housing, especially legacy towers⁴, while maintaining affordability

MAJOR MILESTONES TO-DATE

- The ILEO Retrofits and Housing Security Advisory Group, chaired by WoodGreen Community Services and the Canada Mortgage and Housing Corporation (CMHC), has made a series of recommendations for stacking public, private and philanthropic funding and financing fit for privately-owned buildings for deep retrofits that maintain affordability.
- Led by BMO, CMHC and McKinsey, and involving other ILEO partners, developed and currently exploring the feasibility of a new financial model for affordable housing which aims to deliver additional affordable units over the life of the Golden Mile development.

KEY LESSONS LEARNED

- Golden Mile in 2023 is challenging for affordable housing: With most of the land being privately owned, growing construction costs, and interest rates at an all-time high, delivering affordable housing in the new development will require extraordinary commitment from all three levels of government and the private sector.
- Everyone needs to participate: Increasing the amount of affordable housing in the neighbourhood will require all stakeholders to contribute and collaboratively problem solve.

ILEO PARTNERS

- BMO
- BentallGreenOak
- City of Toronto
- CMHC
- Kilmer Group
- McKinsey & Company Canada
- RPIA
- WoodGreen Community Services

Greater Golden Mile neighbourhood. Photo by Josh Randell



Future Golden Mile stop as part of the Eglinton Crosstown LRT. Photo by UnitedWay Greater Toronto/ Daria Perevezentsev

Key resources:

- [The Greater Golden Mile Opportunity Brief](#)
- [Re-Imagining the Golden Mile: How major developments will forever change the Golden Mile Blog Post](#) (April 2022)
- [Retrofit & Housing Security Advisory Group Summary Report](#)



Greater Golden Mile Neighbourhood
by United Way Greater Toronto/
Nicholas Jones

As the initiative and the pilots evolve, the work of capturing and sharing learnings will become even more important.

WHAT'S NEXT? IN THE GREATER GOLDEN MILE

As the private sector-led development in the Golden Mile nears, ILEO is reorienting its pilots toward the associated opportunities. Key to this endeavour will be a Redevelopment Taskforce that will map out the development over the next decades and the associated job and procurement opportunities. This multisector group will identify where there are synergies between the opportunities that emerge through the development and the skills and interests of the residents in the community, and organize the private, public, and community sector stakeholders to equip residents.

The pilot models are also being refined continuously, with initiative-level activities that are needed to underpin all pilots also being identified. For example, a tailored and robust outreach model is key to the success of all pilots and needs to be implemented both at the pilot level and at the initiative level.

Finally, as the initiative and the pilots evolve, the work of capturing and sharing learnings will become even more important, both for future work in the GGM and also as we think about increasing our impact by replicating ILEO in other neighbourhoods.

On the way to the ILEO Community Market. Photo by United Way Greater Toronto/Daria Perevezentsev



REPLICATING THE ILEO MODEL

Replicating ILEO in other neighbourhoods successfully will depend on local and temporal factors, including community needs and priorities, planning context, existing public infrastructure, and planned public and private investments. Though we are still early in the decades-long ILEO journey, several key learnings have emerged concerning replication.

First, ILEO can best be replicated in neighbourhoods with the following characteristics:

- **Opportunity to leverage public and private investments** in transit, housing and other infrastructure
- **Measurable needs** identified by the local community
- **Clear resident engagement and leadership** that can be directed to program participation
- **Local community organizations, businesses, and residents** with knowledge of relevant issue areas and community opportunities that can play a leadership role in co-designing and implementing pilot initiatives

Second, ILEO can be replicated in multiple configurations - where there are large revitalizations planned, the full scope of the model, including the ILEO Leadership Table, may provide the direction, resources, and commitment needed to leverage large investments in a neighbourhood. But just as intriguing is the replication of individual ILEO pilots when the circumstances are favourable - ILEO Good Jobs, for example, can be replicated in other revitalizing neighbourhoods with a small group of willing partners, as can ILEO Storefront Starter.

Third, as one or two pilots get underway in a neighbourhood, activities that can also underpin the rolling out of further pilots will organically be developed. For example, a robust and tailored outreach model is necessary for any community focused activity, and once built for a single pilot, it can be adapted to suit others.

Fourth, to maximize the alignment between neighbourhood revitalization and community, a task force focused on mapping out a new development and the associated opportunities for community impact (jobs, procurement) will be necessary to understand what training and other bridging opportunities will need to be developed. Once developed, this map can guide and highlight pathways for rolling out of ILEO activities.

Finally, whether contemplating the replication of a single pilot or ILEO as a whole, a group of committed partners with shared objectives and a long-time horizon is essential.



ILEO featured as one of Canada's frontrunner urban transformation initiatives aligned with the SDGs at the World Urban Pavilion.



Greater Golden Mile Neighbourhood
by United Way Greater Toronto/
Nicholas Jones

CONCLUSION

Since 2018, the ILEO initiative has cultivated partnerships with practical collaborations that leverage the strengths of each partner and are aligned with the needs and desires of community residents.

Neighbourhood redevelopment can present incredible economic opportunity for the surrounding communities. With jobs, business opportunities, and housing all on the horizon, focused efforts are necessary to ensure that the benefits of this public and private investment reach existing residents. This requires intentional and committed partnership on the part of multiple stakeholders, and a new approach to working across sectors. Since 2018, the ILEO initiative has cultivated this kind of partnership with practical collaborations that leverage the strengths of each partner and are aligned with the needs and desires of community residents. As the ILEO model evolves to meet the opportunities that emerge from the coming private-sector led development, there will be even more potential for community impact - expanding and replicating in the Greater Golden Mile and beyond.

APPENDICES

a. THE ILEO PROCESS

WHERE WE ARE NOW

PHASE 1

2018-2019 – Defining Shared Values: Corporate Leadership Table

- UWGT and BMO convene 17 business leaders to explore the private sector's stake in ILEO and levers available to catalyze inclusive neighbourhood revitalization
- Leaders co-develop a [Corporate Action Plan](#) that includes creating the [ILEO Corporate Charter](#)
- UWGT creates ILEO backbone team to support ILEO
- Parallel resident-focused work supported by UWGT on the [Golden Mile Community Benefits Framework](#) begins

PHASE 2

2019-2020 – Establishing Priorities: ILEO Leadership Table

- Public and community sector leaders join ILEO to create the ILEO Leadership Table (ILT)
- ILT formulates [shared priorities and a plan](#) to test ILEO in the Greater Golden Mile, and develops a plan for five pilots aimed at increasing economic opportunities for residents
- 17 leaders sign the ILEO Corporate Charter to advance inclusive economic opportunities through five action areas
- UWGT and ten community organizations incorporate the [Centre for Inclusive Economic Opportunity, Golden Mile \(CIEO\)](#), the 51% partner on the Acon-Golden Mile construction joint venture
- The [Golden Mile Community Benefits Framework](#) is published, informed by close to 700 resident voices and 20 community organizations

PHASE 3

2021-2024 – Catalyzing Leadership and Revitalization: Pilot and Scale

2021

LAUNCH

- ILT launches three ILEO pilots ([ILEO Good Jobs](#), [Aecon-Golden Mile Joint Venture](#) and [Inclusive Procurement](#)) each focused on different aspects of inclusive economic opportunity
- ILEO creates Outcome Evaluation Framework and ILEO Impact Dashboard to track overall impact

2022

BUILD

- ILT launches two additional pilots, [ILEO Storefront Starter](#), focused on supporting local entrepreneurial talent, and [Destination Golden Mile](#), aimed at increasing affordable housing options
- Provincially-funded Golden Mile Trades Training launches with a pathway to employment at A-GM Joint Venture
- ILEO team refines pilot models and neighbourhood outreach strategy to prepare for expansion
- ILEO team begins to capture key learnings in case studies, blogs, how-to guides and develops ILEO Developmental Evaluation Framework

2023

SCALE

- ILEO Good Jobs scales in the GGM with two additional insurance training programs for residents
- Golden Mile Trades Training graduates three cohorts by June 2023, additional cohorts planned before year-end
- Second iteration of Storefront Starter launches with 15 new entrepreneurs
- CIEO hires its first full-time employee
- GGM Redevelopment Taskforce launches, focusing on mapping out opportunities across 14 developments
- ILEO named one of [Canada's Frontrunner Initiatives for urban transformations](#) by the World Urban Pavilion

2024

REPLICATE

- ILEO scales activities in the Greater Golden Mile, captures learnings, and evaluates outcomes
- ILT considers expansion and replication of pilots in the GGM and beyond

b. MEMBERS OF THE ILEO LEADERSHIP TABLE

Frank Attaie

General Manager-Technology
IBM Canada

Tom Azouz

General Manager, Employment and
Social Services
City of Toronto

Anne Babcock

President and Chief Executive Officer
WoodGreen Community Services

John M. Beck

Founder and Non-Executive
Chairman
Aecon Group Inc.

Ameen Binwalee

Chief Executive Officer
Out of the Box Social Enterprise

Romy Bowers

President and Chief Executive Officer
Canada Mortgage and Housing
Corporation

Denise Campbell

Executive Director,
Social Development,
Finance and Administration
City of Toronto

Rowena Chan

President
Sun Life Financial Distributors
(Canada) Inc., Senior Vice-President,
Retail Advice & Solutions

Mitchell Cohen

President and Chief Executive Officer
The Daniels Corporation

Dean Connor

Former President and Chief
Executive Officer
Sun Life Financial

Michael Cooper

President and Chief
Responsible Officer
Dream

Nick Eaves

Chief Venues and Operations Officer
Maple Leaf Sports & Entertainment

Meric Gertler

President
University of Toronto

Jonathan Gitlin

President and Chief Executive Officer
RioCan REIT

Julia Gonsalves

Executive Director
Warden Woods Community Centre

Tim Haney

Canada Chief Executive Officer
Dentons Canada

Michele Harradence

Executive Vice President and
President, Gas Distribution
Enbridge

Joshua Hood

Executive Director
West Scarborough Neighbourhood
Community Centre

Sandy Houston

President and Chief Executive Officer
Metcalf Foundation

Ahmed Hussein

Chief Executive Officer
TNO - The Neighbourhood
Organization

Heather McGregor

Chief Executive Officer
YWCA Toronto

Nicolas Marcoux

Chief Executive Officer
PwC Canada

Colette Murphy

Chief Executive Officer
Atkinson Foundation

Andrew Pickersgill

Senior Partner
McKinsey & Company Canada

Allison Pond

Chief Executive Officer
ACCES Employment

Marcie Ponte

Executive Director
Working Women Community Centre

Rosemarie Powell

Executive Director
Toronto Community Benefits
Network

Andrew Pringle

Principal and Chairperson
RPIA

Paul Raftis

Deputy City Manager, Community
and Social Services
City of Toronto

Steve Shallhorn

Executive Director - Working
Green 2050
Labour Education Centre

Craig Stephenson

President and Chief Executive Officer
Centennial College

Ken Tanenbaum

Vice Chairman
Kilmer Developments

Patrick Tobin

General Manager, Economic
Development and Culture
City of Toronto

Darryl White (Co-Chair)

Chief Executive Officer
BMO Financial Group

Daniele Zanotti (Co-Chair)

President and Chief Executive Officer
United Way Greater Toronto

c. ILEO MEDIA COVERAGE TO-DATE

MEDIA REPORT FOR ILEO

- [Could BMO and Partners Have the Answer to Economic Inclusion?](#) (Wealth Professional; November 6, 2019)
- [Way beyond a charitable model.](#) (Future of Good; December 17, 2020)
- [New Golden Mile Plaza's developers say their proposal will be good for the neighbours.](#) (Toronto Star; March 30, 2021)
- [Revitalization project aims to put the glitter back in the Golden Mile.](#) (Toronto Star; November 5, 2021)
- [United Way aims to help Toronto's Golden Mile recover from decades of job losses.](#) (The Globe and Mail; December 19, 2021)
- [The Daniels Corporation: the art of the mission.](#) (The Toronto Star; December 21, 2021)
- [How can we bring together the private, public and community sectors to reduce gaps in economic prosperity? There is an initiative for that.](#) (Toronto Caribbean.com; April 18, 2022)
- [Businesses and community organizations need to come together to fight poverty](#) (Globe and Mail Op Ed; August 4, 2022)
- [On Scarborough's Golden Mile, a United Way Greater Toronto strategy helps new businesses grow"](#) (Scarborough Mirror; Toronto.com; Toronto Star; St. Catherines Standard; August 17, 2022)
- [Here is what your next city council can do to tackle poverty](#) (CBC Metro Morning; October 14, 2022)
- [Innovative Aecon-Golden Mile joint venture expanding economic opportunities and helping local residents launch careers in the trades](#) (Aecon.com; November 23, 2022)
- [Celebrating this year's Giving Tuesday with BMO](#) (Breakfast Television; November 29, 2022)
- [Interview with Daniele Zanotti on Crisis of Affordability and End of Year Giving](#) (Newstalk 1010; December 8, 2022)
- [Charitable giving is feeling the pinch. Now is the time to dig deep and share](#) (Toronto Star Op Ed; January 2, 2023)
- [The Major Construction Projects that Will Make Headlines in 2023](#) (CBC; January 3, 2023)
- [Booming GTA can still include truly inclusive communities](#) (Toronto.com; YorkRegion.com; Scarborough Mirror; Etobicoke Guardian; North York Mirror; January 19-26, 2023)
- [United Way Greater Toronto research highlights nine interventions to propel roadmap for driving inclusive change in GTA neighbourhoods](#) (Toronto Caribbean.com; January 25, 2023)
- [United Way Greater Toronto's research spotlights interventions to drive more employment opportunities](#) (Charity Village; February 4, 2023)
- ['Foot in the Door' Joint venture for Scarborough's Golden Mile gets people into skilled trades careers](#) (Toronto.com; Scarborough Mirror; February 7-9, 2023)
- [Scaling Up Construction in the Golden Mile](#) (Novae Res Urbis (NRU); February 10, 2023)
- [Harnessing growth to create positive neighbourhood change. We need to use more fully the tools we already have to steer development toward stronger, more inclusive communities.](#) (Policy Options Op Ed ; (May 2023)
- [Toronto's next mayor needs an action plan for homelessness.](#) (TVO Op Ed by Jan De Silva and Daniele Zanotti, May 19, 2023)

d. MEMBERS OF THE CENTRE FOR INCLUSIVE ECONOMIC OPPORTUNITY, GOLDEN MILE

Segun Akinsanya (Director)
Community Representative of the Greater Golden Mile

Anne Babcock (Chair)
President and Chief Executive Officer
WoodGreen Community Services

Ameen Binwalee (Vice-Chair)
Chief Executive Officer
Out of the Box Social Enterprise

Manjeet Dhiman
SVP Services and Strategic Initiatives
ACCESS Employment

Julia Gonsalves
Executive Director
Warden Woods Community Centre

Joshua Hood (Director)
Executive Director
West Scarborough Neighbourhood Community Centre

Ahmed Hussein (Director)
Executive Director
TNO – The Neighbourhood Organization

Rosemarie Powell (Treasurer)
Executive Director
Toronto Community Benefits Network

Lindsay Kane (Director)
Community Representative of the Greater Golden Mile

Luanne Rayvals (Director)
Senior Manager
Working Women Community Centre

Steve Shallhorn
Executive Director Working Green 2050
Labour Education Centre

Tsering Tsomo
Director, Employment and Training
YWCA Toronto

e. ILEO CORPORATE CHARTER SIGNATORIES

Frank Attaie
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Rowena Chan
President
Sun Life Financial Distributors (Canada) Inc.,
Senior Vice-President, Retail Advice & Solutions

Mitchell Cohen
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The Daniels Corporation

Dean Connor (Co-Champion)
Former President and Chief Executive Officer
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Michael Cooper
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Nick Eaves
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Jonathan Gitlin
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Tim Haney
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Michele Harradence
Executive Vice President and President, Gas Distribution
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Nicolas Marcoux
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PwC Canada

Andrew Pickersgill (Co-Champion)
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McKinsey & Company Canada

Andrew Pringle
Principal and Chairperson
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Craig Stephenson
President and Chief Executive Officer
Centennial College

Ken Tanenbaum
Vice Chairman,
Kilmer Developments

Darryl White
Chief Executive Officer
BMO Financial Group

ILEO is convened by United Way Greater Toronto
and BMO Financial Group. For more information
visit www.ILEO.org

