



Building Infrastructure. Bettering Communities.

The Finch West Light Rail Transit Project
Community Benefits and Apprenticeship Plans
2021 End of Year Report



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Introduction

The 2021 End of Year report on the Metrolinx Finch West Light Rail Transit (Finch West LRT) Community Benefits and Apprenticeship Plans tells a story. It describes how a consortium, Mosaic Transit Group, hired by Metrolinx and Infrastructure Ontario in 2018 to design, build, finance, and maintain the transit line, does more than that. By building infrastructure, Mosaic is bettering communities.

Project Background

In May 2018, Mosaic Transit Group (Mosaic) signed a project agreement with Metrolinx and Infrastructure Ontario to design, build, finance and maintain the Finch West Light Rail Transit project. Mosaic is a consortium of three construction companies: ACS, CRH and Aecon, all of which embrace an ethos that recognizes the value of engaging in capacity-building and investing in the communities in which they work. At Mosaic, we are building infrastructure and bettering communities.

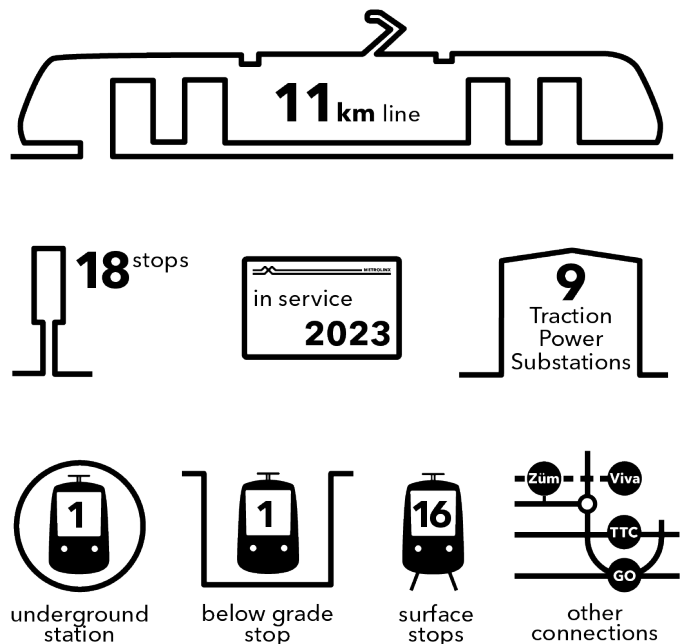




Photo: Good Group (a non-for profit agency providing employment opportunities to local trades) team members, hang signage banners to help local business during construction of the Finch West Light Rail Transit project at the corner of Finch Avenue West and Keele Street.

How we do it

When an infrastructure project gets underway, there are many moving parts. They are integrated and inter-dependent, like cogs in machinery. What Metrolinx has asked us to do is this: with every part of this complex project, we ensure that there is some benefit to the neighbourhood, both to the people who live there and the businesses that have set up shop along the corridor where the work is taking place. The benefits also accrue to members of at-risk populations and historically disadvantaged groups across the region (i.e., women, people of colour, Indigenous Peoples, and veterans).

Here's a simple example. A project like the Finch West LRT line creates jobs. People who live in the Jane-Finch and Rexdale communities need to know about those jobs, where to look for information about them and how to apply. Mosaic connects with community-based organizations and workforce agencies to reach – and teach — local job-seekers. We know it works because there have been an increased number of local hires on the project in professional, administrative, and technical roles.

Some job-seekers need a chance to get started in a trade, to serve as pre-apprentices or apprentices for example. Mosaic's apprenticeship plan connects potential trainees with unions and subcontractors. We work with the unions and our subcontractors to create opportunities for people from the local area and from historically disadvantaged and equity-deserving communities. It isn't as simple as posting a "help wanted" ad, although we do that too. We work hard to facilitate the right connections. And this year we've exceeded expectations for apprenticeship hires.

We help local businesses too

Companies like ours run offices, buy supplies and engage services. We need the support of community-based businesses to do that, especially since businesses are sometimes directly impacted by construction activities. We not only buy goods and services from the neighbourhood, but we also prepare Shop Local campaigns to sustain local businesses and support promotion efforts. We make local suppliers aware of opportunities by working with Business Improvement Areas (BIAs) along the project corridor, posting information at mosaictransit.com and regularly sharing updates with the community. This year, some of our service providers were able to keep their lights on and staff working thanks to our efforts.

There's more

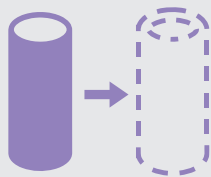
Mosaic's efforts to provide benefits to the community where we work don't stop there. The premise of the Metrolinx Community Benefits program is that major infrastructure investment should provide benefits for the communities where projects are constructed. To support this goal, we developed a Community Benefits and Liaison Plan and an Apprenticeship Plan, where we outlined objectives to provide opportunities to share information. We run ads about jobs in local newspapers and on social media. We hold business webinars/events, hire talent like photographers and videographers from historically disadvantaged groups. We worked with local business owners to promote their business when in-store shopping wasn't an option. During the pandemic, we've had to rethink how we reach people and we've succeeded.



Photo: Humber College entrance portal running under the intersection of Highway 27 and Finch Avenue West.

2021 Design and Construction Update

BUILDING UP



Installed over 26 km of storm, sanitary, and sewer pipes, plus 818 manholes, track drains and catch basins



Planted 385 trees and 4,600 plants



Over 28,000 m³ of concrete poured, equal to 11 olympic size swimming pools

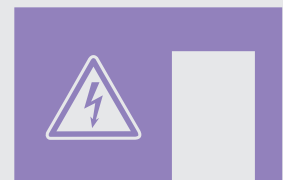
MAKING PROGRESS



By end of 2021, crews installed almost 5 km of rail line



229 of 477 Overhead Catenary System (OCS) poles have been installed



Seven of nine traction power substations (TPSS) are in place

CREATING CONNECTIONS



532 workers hired in 2021



Over 250 outreach engagements and social interactions (virtual during COVID-19)



2021 Safety Performance = 99.5%



We're hiring

Interested in building a career in the transit infrastructure sector? Mosaic Transit Constructors (Mosaic) – a consortium comprised of Aecon, Dragados, and Dufferin – is partnering with Metrolinx and Infrastructure Ontario to design, build and maintain the transformative Finch West Light Rail Transit (LRT) system in the City of Toronto.

Manager/Asst. Managers, Superintendents, Engineer, Coordinator, and Coop positions available in:

- Civil and Utilities
- Surveying
- Project Communications
- Structural Construction
- Track

Visit www.mosaictransit.com/jobs.html to learn more.

www.mosaictransit.com



Photo: Mosaic Transit Group hiring ad.

Community Benefits and Liaison Plan Updates

Plan Progress: Partnering to Provide Employment Information

Each day, when staff in Mosaic's Communication, Procurement and Human Resources teams switch on their computers, they work with the goals of the Community Benefits and Liaison Plan and the Apprenticeship Plan in mind.

During the pandemic, as we navigated the impacts of COVID-19, we continued to collaborate with and support our employment stakeholders. We adopted different techniques and tools for outreach. Our efforts to recruit local workers and to identify appropriate social enterprises, in partnership with community agencies and stakeholder groups, netted positive results.

In addition to sharing information with various workforce agencies, we partnered with Metrolinx to advertise professional, administrative and technical job openings on the project using their social media platform @finchwestlrt. Those employment opportunities are also posted on Mosaic's website at <https://mosaictransit.com/jobs.html>, LinkedIn via Mosaic's parent companies (Aecon, CRH-Dufferin and Dragados) and on Mosaic's LinkedIn page. Professional, administrative and technical employees are hired by our parent companies and seconded to work on the project.

By the end of the year, at least 20 people from the local community and historically disadvantaged groups were hired. This is a direct result of our partnerships with community agencies and stakeholders and our HR team making it a priority.

In 2021 Mosaic took part in three job fairs to highlight the many employment opportunities on the project and in the skilled trades and construction industry. Job seekers with Access Employment and at Humber College interacted with Mosaic to learn about opportunities and how to become part of our team. Mosaic also helped promote the skilled trades by hosting a "Careers in Trades" event June 2021, with invited speakers IBEW 353 and LiUNA 183. In total, 41 people registered for

this event to learn about the trades and how it can be a good fit for their future.

In April, a project update was provided at the Afro Canadian Business Network's Empowerment event where local businesses and entrepreneurs learned about the project and made valuable connections for future procurement opportunities.

Building Infrastructure. Bettering Communities.
Providing Opportunities.



532 apprentices and trade hires

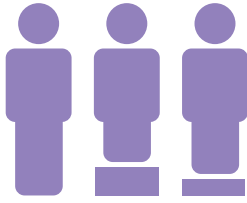


20 professional, administrative
and technical hires

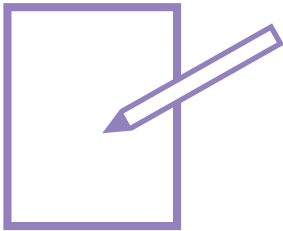
\$11.1+ M

Total community investment

Community Benefits and Liaison Plan Objectives



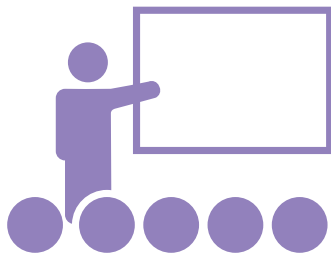
To provide accessible information to historically disadvantaged communities and equity seeking groups (those in the nine Neighbourhood Improvement Areas adjacent to the project corridor) about employment opportunities on the Finch West LRT.



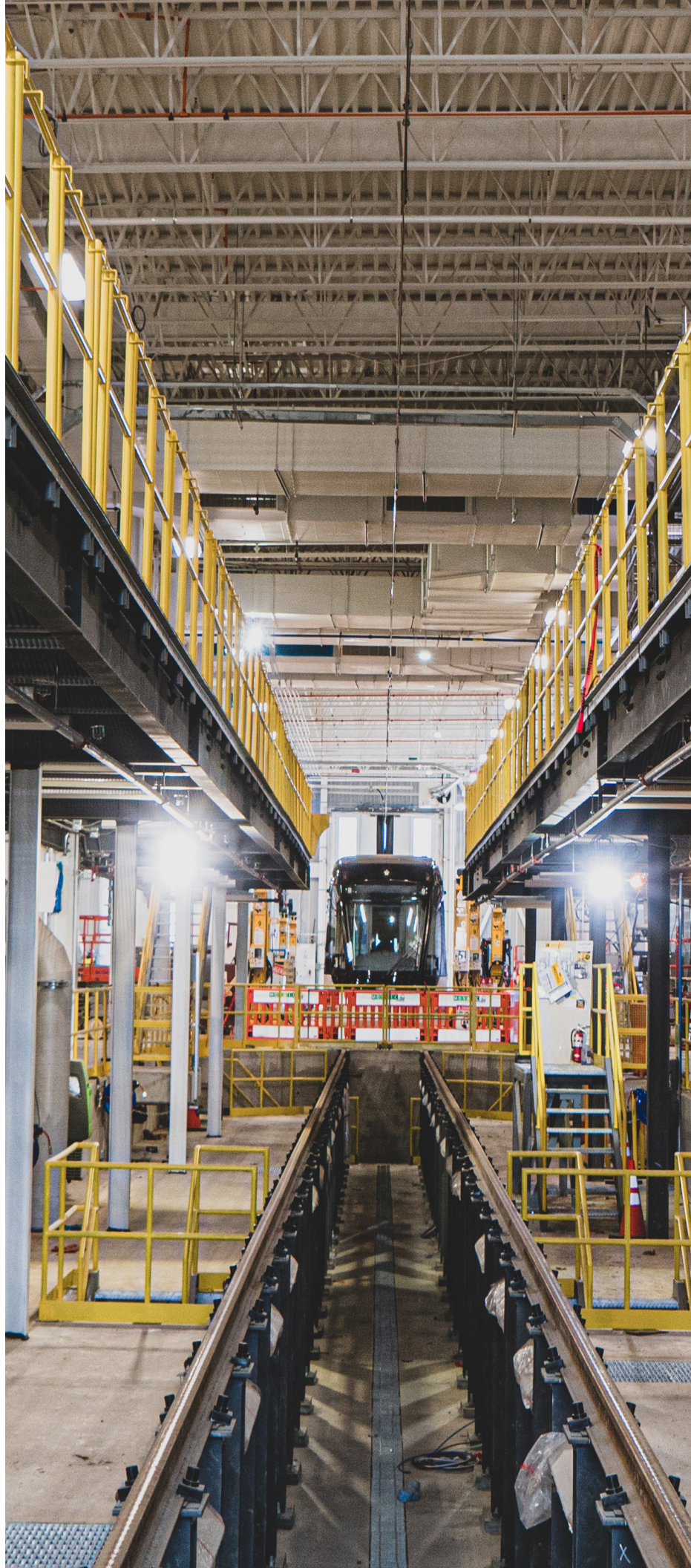
To plan, organize and implement events/activities to enhance awareness among historically disadvantaged communities, equity seeking groups and social enterprises regarding employment, training and workforce opportunities, as well as opportunities for the provision of goods and services.



To liaise and partner with local workforce agencies and community groups to recruit local workers and identify appropriate social enterprises.



To support Mosaic's community engagement and apprenticeship plans by sharing project information and creating opportunities to engage with community groups, youth, and schools where we provide mentorship, skills development and training.



Feel warm and fuzzy this winter!

Shop local and support neighbourhood businesses.



Photo: (Left) Light Rail Vehicle inside the Maintenance and Storage facility (Above) Social Media support for local businesses winter 2021.

Plan Progress: Supporting Local Businesses

Mosaic is committed to providing business opportunities and training to local small business owners. During the pandemic, new public health guidelines were introduced, which included legislation for non-essential businesses to close. Many large businesses were able to pivot to online shopping or curbside pickup, while smaller businesses were less prepared to make the switch. Mosaic continues to offer assistance to business owners to raise awareness of their business and help them sell goods and services during the pandemic.

Through the Finch West LRT’s Community Engagement activities, Metrolinx and Mosaic partnered to support and promote local businesses that are within the vicinity of the project corridor.

Our promise to ensure local businesses know about opportunities is delivered in large part by our Community Benefits Specialist and procurement department. The Procurement team identifies packages suitable for small businesses and the Community Benefits Specialist promotes procurement opportunities to local businesses via Mosaic’s website at www.mosaictransit.com/business.html. In addition to Mosaic’s website, business opportunities are promoted through local BIAs.

Staff in all departments at Mosaic are encouraged to actively look for opportunities for small businesses to get involved on the project. By the end of 2021, Mosaic had invested about \$11.1 million in local businesses.

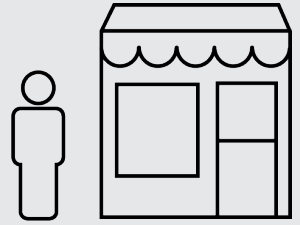
We are using other measures to reduce the impact of construction on businesses across the project route, such as:

- Shop Local campaigns to encourage community members to support local and small businesses
- Public education campaigns to raise safety awareness when people are traveling through the corridor
- “Open for Business” and wayfinding signage
- Advertising campaigns in local newspapers
- Feature articles on small businesses published in the project’s e-newsletter and hard copy newsletter as well as social media campaigns promoting small businesses

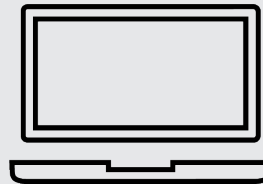
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\$11.1+ M

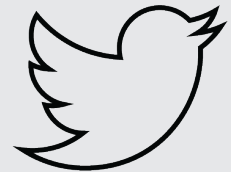
\$11.1+ million local investment



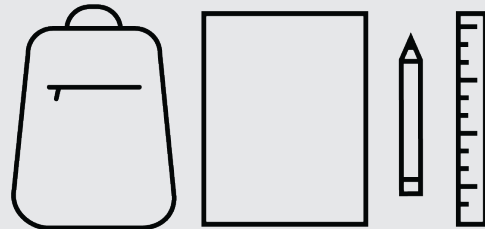
Over 17,500 people and businesses reached quarterly through newsletters



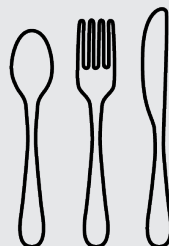
28 advertising in print and digital media



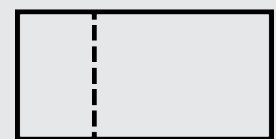
105 social media posts



Over \$8,500 for donations of pre-packaged school supplies, backpacks and waterbottles



40 meals served to Youth Without Shelter



40 vouchers distributed in the community for the holiday season

Plan Progress: Investing in Local Community

Consider the Trades 2021 - A Conversation with Industry Experts

To address the issue of skill shortages in the industry, we organized a panel discussion with the representatives from Local 27 Carpenter's Union. During the March 2021 session, one of their apprentices talked about the many job opportunities in the trades and how to become an apprentice. The speaker outlined the key steps people need to take to enter the construction workforce and kick-start their career. Many young individuals from the Jane-Finch community attended the session and asked questions about the industry and the possible careers they could have. In June we continued this series of events with the International Brotherhood of Electrical Workers and LiUNA Local 183. The focus of this event was on women in the skilled trades. An IBEW Local 353 Red Seal Licensed Electrician 309a, Industrial, Commercial & Institutional (ICI) with Fire Alarm Install ticket, and a Social Media Coordinator from LiUNA 183 Outreach, each shared their personal stories with the audience to showcase the many diverse career opportunities in the construction industry for women.

No Project Too Big

Young entrepreneur Michael Fayehun is the owner and lead photographer of F10 Studio. The seven-year old enterprise saw a sea-change during the pandemic because weddings, the bread and butter of his business, were curtailed due to COVID. Working with Mosaic has benefited his team. "Working on such a huge project and being able to deliver images and videos on tight deadlines is something we had to work on. It's not like weddings where you can deliver material in a few weeks." Fayehun said the experience has challenged him to improve F10's workflow. He noted that the exposure of working on a project this size provides "a lot of visibility." The most important thing he has learned working with Mosaic is that "no project is too big for a small business."

Social Enterprise and Economies of Scale

Eva's Phoenix Print Shop is a socially and environmentally responsible commercial printer that supports a training program for homeless and at-risk youth. Located at Eva's Phoenix, a transitional housing and employment facility for homeless youth, the shop is a social enterprise. Manager Jonathan Gault said he "believes in creating opportunities for businesses and individuals. My focus is on building a successful social enterprise that helps train, connect and empower young people while they take the next steps in their adult lives." Gault observed that large businesses that hire small businesses end up with staff who have had experience in all aspects of the job. He described the challenges of delivering services during during the COVID related lockdowns, facing tight deadlines, with only a small staff and limited equipment. "Mosaic is an essential service and it's kept us busy and will for the long-term. We really appreciate the frequency of orders." Gault told the audience that thanks to the volume of work Mosaic provides, "the more work you get, the more you improve the product you deliver. You also get better deals from suppliers."

Another social enterprise Mosaic is working with A-Way Express. A-Way Express is no ordinary courier service. It was founded by people with lived experience of mental health issues to provide meaningful employment for all survivors.



Photo: Flyer for Consider the Trades event.

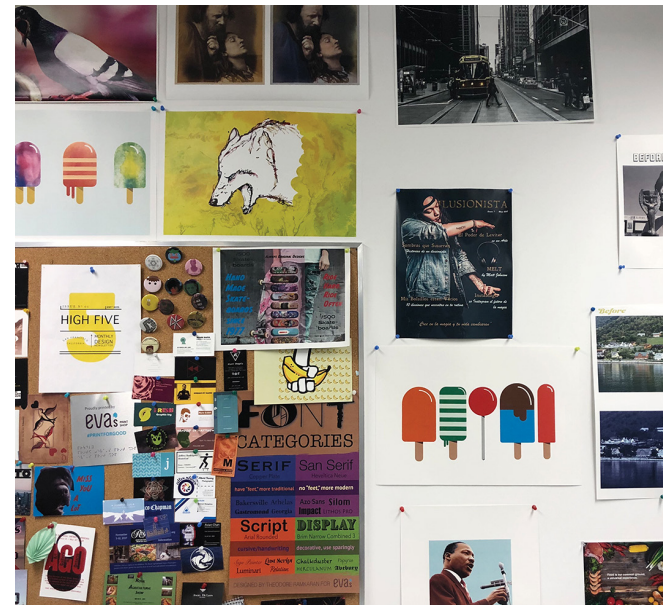


Photo: Eva's Print shop sample of work.



A-Way Express was founded in 1987 by people with lived experience of mental health issues specifically to provide meaningful work for all survivors. As well as employment, structure and income it provides community and support, replacing isolation.



Photo: Inaugural Building Diversity Awards Virtual Gala.



Photo: Virtual Open House Finch West LRT project progress on Metrolinxengage.com site.

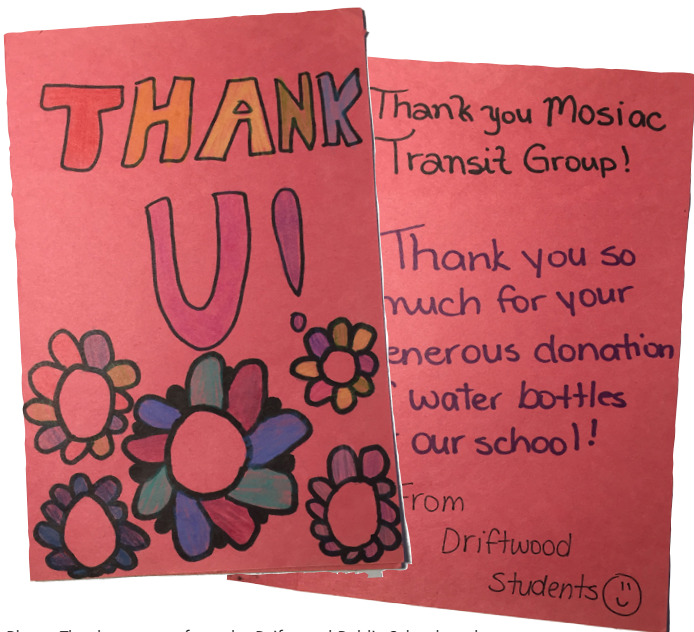


Photo: Thank you note from the Driftwood Public School students.

Keeping Staff from the Project Area on the Job

Because Mosaic is an essential service, its offices remain open and require maintenance. Enter The Clean Team Janitorial Services. Manager Sam Panousis, who has run his business for more than 20 years, said that while other sites were closed down, providing services to Mosaic is “keeping us busy, keeping us employed so we’re happy.” He said all his team members are from the project area. That involvement is helpful to the community. COVID made more staff training necessary, but the business has responded accordingly.

Plan Progress: Reaching Out and Engaging

In support of the Community Benefits Plan, Mosaic undertook several activities with community groups, youth and schools. Here’s one example. Due to COVID-19 health protocols, instead of serving food to homeless youth, Mosaic had meals catered to the Youth Without Shelter in December. Dinner and desserts were provided by local restaurant Tropical Joe’s. Mosaic also made adjustments in other areas in the way we reached out and engaged community members about the project benefits and construction progress. Local food bank ANIDA was supported through voucher donations.

Toronto Community Benefits Network Building Diversity Awards 2021

Mosaic Transit Group was pleased to have participated at the inaugural Building Diversity Awards 2021 event hosted by Toronto Community Benefits Network (TCBN). TCBN is a community partner of the Finch West LRT project. Mosaic Transit Group supports this important initiative of TCBN, which aims to promote equity, diversity and inclusion in the construction sector.

Virtual Open House

In November 2021, Mosaic and Metrolinx hosted a Virtual Open House to inform the community about the progress of construction on the Finch West LRT project and information on the works planned for 2022.

Building Up Finch West

As its staff could not complete in-person volunteer activities, Mosaic donated water bottles, backpacks and other supplies to local schools across Finch Avenue West.



Photo: Mosaic team members Cecille Chin (left), and Jason Wesley (kneeling), donate backpacks, water bottles and school supplies to Elmbank Junior Middle Academy students, Elmbank staff receive the donations.

Apprenticeship, Trade and Employment

Plan Progress: Supporting Apprenticeship

Mosaic supports youth who face barriers to employment in the community and across the Greater Toronto Area. We do that by helping to create apprenticeship, trade and employment opportunities.

Mosaic made a commitment to provide opportunities for apprentices to work on the Finch West LRT project. Doing so is good for our industry. We are doing our part to provide opportunities to train workers and to develop a pipeline of skilled workers. We see this as a positive return on investment.

Tradespeople (e.g., pre-apprentices, apprentices, tradespeople and labourers) on the Finch West LRT project are hired on in a couple of ways. Most tradespeople on the project are hired by subcontractors.

Less than five percent are hired directly by Dragados-Aecon-Dufferin (DAD – a division of Mosaic). DAD has established labour agreements with several unions, which will allow for skilled trades and labourers on the project.

Mosaic builds and maintains a strong, proactive network to distribute information about workforce opportunities in the neighbourhoods along the Finch West LRT project corridor. We network extensively to find out which of our subcontractors has opportunities. Through 2021, Mosaic continued to engage unions to identify more ways to collaborate and increase the number of apprentices hired on the project. We shared updated lists of Mosaic’s subcontractors with the unions, provided monthly updates of current and upcoming works, and strengthened the language in our agreements to ensure subcontractors fulfilled their obligations to hire apprentices and local residents.

Staff maintained regular contact with subcontractors as well to improve their hiring, tracking and reporting of apprentices and local hires.

A list of subcontractors currently working on the project along with the subcontractors’ point of contact for employment opportunities is posted online. This helps increase the community’s access to information about potential trades employment opportunities.

These efforts netted impressive results. The number of apprentices and local tradespeople hired on the Project have increased significantly, surpassing the goals set for 2021. By the end of the fourth quarter, at least 120 apprentices and journey persons were hired to work on the project.

Trade Hires

Types of Trade People	Number
Labourers and Helpers	411
Apprentices	64
Journey persons	57
TOTAL	532



Photo: Survey work in the Finch Station main entrance box.



Photo: Humber College portal excavation.



Photo: Finch West station crews review drawings in the main station box.



Partners Building the Future



We congratulate our partners in 2021.

Apprentices and local trades people were hired through:

- LIUNA Local 183
- IBEW Local 353
- Operator's Local 793
- Carpenters Union Local 27

Companies hiring apprentices to work on the Finch West LRT project include:

- AGF
- Avenue
- Black and MacDonald
- Tri-Star
- DAD – a division of Mosaic

Toronto District School Board, Step to Construction Advisory Meeting

Representatives of Mosaic continued to work with the TDSB "Step to Construction" program, where a panel of students and their parents can share their positive experience about working as apprentices on different construction sites in Toronto. Contractors stressed the need to improve promotion of the trades and the positive career options it gives to students. There was a discussion about how to improve the program to ensure students receive the best experience and opportunity in the construction sector.

We look forward to continued cooperation and a further influx of apprentices as work on the project intensifies in 2022.

Photo: (Left) Finch Station main box and portal re-bar construction.



Photo: Humber College Station, view north under Humber College Boulevard.

For more information:

Website: www.mosaictransit.com | www.metrolinx.com/finchwestlrt

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Facebook, Twitter and Instagram: @finchwestlrt



Think Safety...Always

