



MTC-COM-RPT-00009	Community Benefits and Liaison Plan – Q2 and Q3 Quarterly Report (April 1 – September 30, 2021)	
Revision No. 00A	Owner: Cecille Chin	Finch West LRT

The Finch West Light Rail Transit (LRT) Project

Report: Community Benefits and Liaison Plan April 1 – September 30, 2021

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REVIEWED BY:	<u><i>Shalini Sivakumar</i></u> Shalini Sivakumar Human Resources Director	<u>2022-01-10</u> DATE
APPROVED BY:	<u>DocuSigned by: <i>Eduardo Galnares</i> 1928D9AAC23E471</u> Eduardo Galnares Project Director	<u>1/18/2022</u> DATE

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Revision Index

Revision	Description of Changes	Date
00A	Issued for Use	



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1.0 Introduction

The Finch West LRT project represents a capital investment of \$1.2 billion for transit improvement by the Province of Ontario. When in service, the Finch West LRT will make it easier for residents of northwest Toronto to commute to and from work and connect to other transit services across the city. Building the line will create more than several hundred jobs at the peak of construction and other significant economic benefits.

Metrolinx recognizes that its infrastructure investments should also provide benefits for the communities in which it works, including local employment, training, apprenticeships, local supplier, and social procurement opportunities, where possible. As such, it included a Community Benefits Framework in the Finch West LRT agreement with Mosaic Transit Group.

The key goals of the Community Benefits Framework are to:


- Provide equitable opportunities that promote economic inclusion,
- Connect communities and youth facing barriers to employment with apprenticeship, trade, and employment opportunities.

The Finch West LRT project (the Project) is being constructed along 11-km of Finch Avenue West, from Keele Street to Highway 27. According to Statistics Canada the unemployment statistics for June 2019 show an unemployment rate of approximately 11% in Etobicoke North and Humber River Black Creek, compared to 6.3% in Toronto (Statistics Canada, 2019). Economic inclusion has been stated as a key desired community benefit for this community. Mosaic Transit Group is committed to supporting the goals of the Community Benefits Framework.


2.0 Mosaic Transit Group's Community Benefits Team

Table 2.1: Community Benefits Team

Name, Title	Role
Miguel Merino, CEO	<ul style="list-style-type: none"> • Oversees implementation of the Community Benefits and Apprenticeship Programs on behalf of Mosaic
Eduardo Galnares, Project Director	<ul style="list-style-type: none"> • Oversees implementation of the Community Benefits and Apprenticeship Programs on behalf of Mosaic
Jason Wesley, Communications and Public Engagement Director	<ul style="list-style-type: none"> • Reports to the Project Director. • Oversees strategic planning and implementation of Community Benefits

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	<p>and Liaison Plan, ensuring appropriate integration across communications, community relations, and community engagement plans as appropriate.</p> <ul style="list-style-type: none"> • Primarily interfaces with Senior Manager of Communications and Community Relations and Manager of Community Benefits Program • Media-trained.
Cecille Chin Community Benefits Specialist	<ul style="list-style-type: none"> • Reports to Communications and Public Engagement Lead. • Plans and implements community benefits program. • Delivers on-the-ground community benefits liaison activities with local workforce agencies, local businesses, social enterprises, and apprenticeship training programs. • Maintains Community Benefits records and databases. • Anticipates related issues, seeks mitigation, and swiftly escalates public/stakeholder concerns to prevent and resolve issues. • Primarily interfaces with Metrolinx's Community Benefits Specialist.
Shalini Sivakumar Human Resources Director	<ul style="list-style-type: none"> • Reports to the Project Director. • Liaises with all staffing and project management team to support integration of community benefits initiatives across the organization. • Supports engagement with local workforce agencies, attends events, and helps plan training and skills development initiatives.
Le Banh Procurement Manager	<ul style="list-style-type: none"> • Reports to the Commercial Director.

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	<ul style="list-style-type: none"> Oversees implementation of corporate policies and protocols to support social and local procurement. Supports Mosaic Transit Group events that are centered on vendor opportunities on the project.
HR Business Partners at Aecon, Dragados and Dufferin	<ul style="list-style-type: none"> Liaises with the Human Resources Manager and the Community Benefits Specialist to support community benefits initiatives in employment, training, and skills development opportunities on the project. Occasionally attend events and help plan large-scale training and skills development initiatives.


3.0 Employment Opportunities

Mosaic continues to build and maintain a strong, proactive community network to distribute information about workforce opportunities in the neighbourhoods along the Finch West LRT project corridor.

The organizations and community groups listed in the table below have been instrumental in spreading the word about workforce opportunities on the Finch West LRT Project.

Table 3.1: Finch West LRT, PAT Recruitment Network

Local Workforce Agencies (City of Toronto or Employment Ontario centres)	Audience/Participation
ACCES Employment	Internationally Trained Professionals
City of Toronto Employment and Social Services (TESS) <ul style="list-style-type: none"> Local office in Yorkgate Mall and in the Rexdale Hub 	Local residents on OW, ODSP
JVS Toronto <ul style="list-style-type: none"> Local office in Jane and Finch Mall 	Local residents
Rexdale Women's Centre <ul style="list-style-type: none"> Local office in Rexdale Hub 	Local residents; women
Humber Community Services/Humber College	Internationally Trained Professionals


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<ul style="list-style-type: none"> Local office at Humber College and in the North York Sheridan Mall 	
CAFCAN (Caribbean African Canadian) Community Services <ul style="list-style-type: none"> Local office on Arrow Road 	Local residents; racialized populations.
Northwood Neighbourhood Services <ul style="list-style-type: none"> Local office on Jane Street at Wilson Ave. 	Local residents; local entrepreneurs
Elspeth Heyworth Centre for Women <ul style="list-style-type: none"> Local office on Finch Ave West at Weston Road 	Local residents; women
Labour Education Centre <ul style="list-style-type: none"> Satellite workshop near Steeles Ave W and Weston Road 	Local residents; racialized populations; women.
Construction Connections	Local residents; members of historically disadvantaged communities.
York University's Lassonde School of Engineering	Local students; members of historically disadvantaged communities.
Ryerson University – Faculty of Engineering	Local students; members of historically disadvantaged communities.
Jamaican Canadian Association (JCA)	Locally and internationally trained professionals; racialized populations; members of historically disadvantaged communities

In recognition of the unique nature of the Jane-Finch and Rexdale communities, we have connected with community-based organizations to reach a broader cross-section of local jobseekers.

Table 3.2: Finch West LRT, Community-based Organizations

Community-based organizations	Audience/Participation
Jane and Finch Economic Opportunities Action Group	Local Residents
Jane and Finch Community and Family Centre	Local residents
Jane and Finch Community Ministry	Local residents
Rexdale Community Health Centre	Local residents
Toronto Police Service – 31 Division	Local residents
York University's TD Community Engagement Centre	Local residents

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Through the Community Benefits Program, Mosaic has hired a number of local residents and people from historically disadvantaged communities. The table below outlines the number of Administrative & Professional, Technical and Casual roles filled to date:

Table 3.3: PAT Hires from H&E groups to date

Category	Hires to date
Administrative & Professional	7
Technical (contracts – one ended March 1 st , 2020)	8
Casual (includes photographer, videographer, and flyer distributor)	5
Total Hires	20

We know that historically disadvantaged communities and equity-seeking groups (H&E) are skilled and ready to work. According to Colour of Poverty (2019), 41% of immigrants who have been living under the poverty line for five consecutive years are university-educated with four-year degree

During the second and third quarters, we regularly shared employment opportunities about professional, administrative, and technical (PAT) positions available on the project with the local workforce agencies, posted them on Mosaic's website at www.mosaictransit.com, Metrolinx's Twitter @FinchWestLRT, and on the parent companies' and Mosaic's LinkedIn account.


4.0 Employment Engagement Activities

Mosaic remains committed to partnering with employment service agencies in promoting opportunities on the project as well as facilitating training in areas such as, but not limited to interview and resume writing skills.


As we continued to navigate the impacts of COVID-19, and adhering to health and safety guidelines, events remained virtual as per the list of events and meetings:

Table 4.1: Employment Engagement Activities

Date	Type of Activity	Stakeholder(s)	Location
2021-04-06	Meeting - Community Partner Engagement	TDSB STEP to Construction	Microsoft Teams

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Date	Type of Activity	Stakeholder(s)	Location
2021-04-10	Event - Community Partner Engagement	The King's Covenant Empowerment Network	Zoom
2021-04-22	Meeting - Subcontractor Readiness	Dufferin Concrete, Outspan, AGF Rebar and Structural Roofing	Microsoft Teams
2021-04-28	Meeting - Community Partner Engagement	STEPS Public Art Services	Zoom
2021-04-30	Meeting - Finch West LRT Quarterly update on community benefits	Community Benefits Working Group Meeting	Microsoft Teams
2021-05-12	Meeting - Toronto Social Procurement Roundtable	Buy Social Canada	Zoom
2021-05-13	Meeting - Community stakeholder engagement	STEPS Public Art	Zoom
2021-05-14	Meeting - Subcontractor engagement	Downsview Group	Microsoft Teams
2021-05-18	Meeting - Subcontractor engagement	Peninsula Construction Inc.	Microsoft Teams
2021-05-27	Meeting - Community stakeholder engagement	Toronto Community Benefits Network	Microsoft Teams
2021-06-02	Meeting - Community Benefits Collaboration	Mobilinx	Microsoft Teams
2021-06-10	Meeting - Subcontractor Readiness	Harrison Muir	Microsoft Teams
2021-06-16	Event - Consider the Trades	IBEW 353 & LiUNA 183	Microsoft Teams
2021-06-23	Meeting - TCBN Annual General meeting	Toronto Community Benefits Network	Zoom
	Event - Virtual Job Fair	ACCES Employment	Brazen
2021-06-24	Meeting - Social Enterprise business opportunity	Building Up	Microsoft Teams

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Date	Type of Activity	Stakeholder(s)	Location
2021-06-28	Meeting - Community partner engagement	Pinball Clemmons Foundation	Microsoft Teams
2021-06-29	Meeting - Community partner engagement	Skills for Change	Microsoft Teams
2021-07-12	Meeting - Stakeholder Engagement	Black Creek BIA Organizing Committee	Zoom
2021-07-14	Meeting - Stakeholder Engagement	Toronto Social Procurement Roundtable	Zoom
2021-07-16	Meeting - New Social Enterprise Engagement	Road Guidance Management Inc.	Phone
2021-08-01	Meeting - Construction Liaison Committee	Several stakeholders along the alignment	Microsoft Teams
2021-08-13	Meeting - Finch West LRT Quarterly update on community benefits	Community Benefits Working Group Meeting	Microsoft Teams
2021-08-17	Meeting - Apprentice hires	TCBN	Phone
2021-08-17	Meeting - Community stakeholder engagement	Jane and Finch Mall	Microsoft Teams
2021-09-10	Meeting - Subcontractor engagement	Smith and Long Limited	Microsoft Teams
2021-09-14	Meeting - Small business engagement	Caribbean Vibrations TV	Microsoft Teams
2021-09-28	Meeting - Student placement opportunities	TDSB STEP to Construction	Phone
2021-09-29	Meeting - Toronto Social Procurement Roundtable	Buy Social Canada	Zoom

4.1 Advertising via Social Media Platforms

In conjunction with our workforce agencies, Mosaic utilizes various online platforms such as the Contracting Authority's social media platform, @FinchWestLRT to publicize job opportunities on the Project. Employment opportunities are also posted on LinkedIn via Mosaic's parent companies (i.e. Aecon, CRH, and Dragados). Professional, Administrative and Technical roles are hired by those parent companies. We continue to utilize our LinkedIn

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page to promote links to employment opportunities on the project that are posted by our parent companies. Further, opportunities are also posted on our website [HERE](#).

Twitter Panel



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



4.2 List of Trade Opportunities

Mosaic uses many avenues to share and highlight the trades and work activities that play an integral part in the project such as:

- Electricians/security fencing
- Roofers
- Concrete/metal works/framing
- Ironworks/tiling/painting/drywall/installation of shelving
- Installation of toilet partitions and lockers, miscellaneous
- Millwork, window blinds, furniture
- Installation and inspection of equipment
- Excavation, dewatering, support of excavation, rebar, waterproofing, formwork, structural steel/decking, curtain wall
- Walking surfaces (tactile flooring)
- Relocation of wet utilities; asphalt removals, excavation, grading, and pavement; bridge rehabilitation
- Electrical and mechanical works
- Fire protection

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5.0 Increased Access to Sub-contractor Information




Skilled tradespeople are hired on the project by sub-contractors procured by Mosaic Transit Constructors. An updated list of sub-contractors currently working on the project along with the sub-contractors' point of contact for employment opportunities are posted at: <http://www.mosaictransit.com/skilledtrades.html> The information is posted to increase community members access to information about potential employment opportunities on the Finch West LRT project.

5.1 Apprenticeship Plan

Mosaic staff's engagement and collaboration efforts with the unions and subcontractors are showing results and boosting the number of apprentices and local tradespeople hired on the Project. Over the last several months, Mosaic has actively interacted with various unions, updated Mosaic's contract documents to incentivize proponents to provide employment and apprenticeship opportunities and connects with subcontractors to improve their hiring, tracking, and reporting of apprentices and local hires.

We continue to review and revise our processes to ensure accuracy in collection and reporting of hires on the Project.

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In addition to encouraging our subcontractors to improve their tracking and reporting, we have augmented their efforts by collaborating with our Health and Safety department to provide a complete picture of total hires on the Project. For Q2 and Q3 a total of 266 trades persons contributed to the construction of the Finch West LRT in the following categories:

- Apprentice - 39
- Journeyman - 45
- Labourer/Helper – 182

To increase community access to potential trades opportunity on the project, Mosaic posts a list of its current sub-contractors on their website at:

<http://www.mosaictransit.com/skilledtrades.html>

5.2 Consider the Trades

Mosaic, in partnership with the IBEW Local 353 and LiUNA Local 183 Training Centre hosted our second Consider the Trades event on June 16, 2021. The objective of the event was to highlight the skilled trades as a viable career option for high school graduates and to provide insights on the various pathways into the skilled trades as well as supports available to succeed in the trades.

With almost 30 students, teachers, and community partners in attendance, Kimoy Francique, an IBEW Local 353 Red Seal Licensed Electrician 309a, Industrial, Commercial & Institutional (ICI), Fire Alarm Install ticket and Laura Cortez, Outreach & Social Media Coordinator of LiUNA 183 Training Centre, outlined the benefits of a career in the skilled trades. They also addressed a wide range of topics such as mentorship, work activities covered by the Union, the process of Apprentice to Journeyman, wages, and their personal journeys into the skilled trades.




Have you ever considered the skilled trades for work?

Join Mosaic Transit Group and skilled trades experts to explore the reasons why youth and people looking for work should consider the skilled trades.

June 16, 2021 | 4 pm to 5:30 pm

To learn more and register, please visit: [mosaictransit.com/events.html](https://www.mosaictransit.com/events.html)



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Consider a career in the skilled trades



Kimoy Francique
IBEW Licensed Electrician



Laura Cortez
LiUNA 183 Training Centre

Join us and our panel of experts on June 16, 2021 4 pm to 5:30 pm


To learn more and register, visit: mosaictransit.com/events.html




5.3 Tracking Diversity and Inclusion (D&I)

The Canadian Construction Association (CCA, 2019) reports a shortage of workers in the construction industry as many skilled workers are retiring or nearing retirement. To address the shortage, the CCA encourages companies to provide construction opportunities to people from all backgrounds so they may share their skills and be part of building Canada's future.

Our efforts to capture a better picture of the diversity of the individuals contributing to the construction of the Finch West LRT, led us to design the *Tracking Diversity on the Finch West Light Rail Transit Project* form. The voluntary questionnaire is included in our Site Induction registration form to seamlessly collect this data during registration.

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Tracking Diversity on the Finch West Light Rail Transit Project

Help us make Mosaic's delivery of the community benefits and apprenticeship initiatives on the Finch West Light Rail Transit (FWLRT) the most inclusive and diverse project by completing the questionnaire below.

All personal information you provide is confidential. Under *The Freedom of Information and Protection of Privacy Act* Mosaic is obligated to protect the confidentiality of personal information in its possession and control, and to use the information only for the purpose for which it is collected.


First 3 characters of your postal code

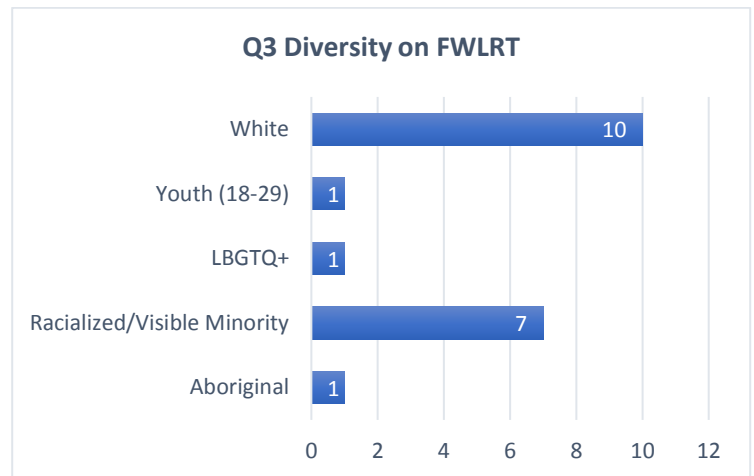
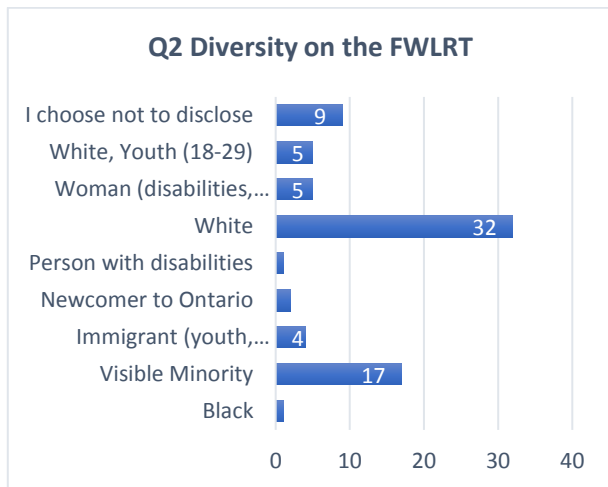
Please tell us if you identify with any of the following (check all that apply):

- Aboriginal
- Racialized/Visible minority
 - Arab
 - Black
 - Chinese
 - Japanese
 - Korean
 - Filipino
 - Latin American
 - Southeast Asian
 - South Asian
 - West Asian
 - Other – Specify _____
- White
- Immigrant
- Newcomer to Ontario
- Veteran
- Person with disabilities
- Woman
- LBGTQ+
- Youth (18-29)

I choose not to disclose

*Sources used to identify ethnocultural classifications and designated groups include, "Employment Equity Act (S.C. 1995, c. 44)", "Visible Minority and Population Group Reference Guide, Census of Population, 2016" and "Finch West LRT Project Agreement"

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Although Q3 saw a significant decline in the number of persons who chose to respond to the diversity questionnaire, the ratio of white to racialized/visible minority fell sharply from almost 2:1 to a close 1:1. Our teams are constantly thinking of better ways to collect the necessary data without compromising the privacy of individuals, especially in the online environment within which the forms are completed.

6.0 Supporting Community-Based Businesses

Constructing this project requires the support of regional, local, community and social enterprise businesses. Mosaic shares business opportunities with the local BIAs that provide support, guidance, and direction to the businesses within their boundaries

Table 6.1: Business Improvement Area organizations

Albion Islington Square BIA

<https://www.albionislingtonsquare.org/>

925 Albion Rd, Suite 100,
Etobicoke, ON M9V 1A6
Tel: 416-743-3267

Emery Village BIA

<https://emeryvillagebia.ca/>

1885 Wilson Avenue, Suite 209
Toronto ON, M9M 1A2
Tel: 416-744-7242

DUKE Heights BIA


<https://dukeheights.ca/>

2 Champagne Drive, Suite C9 – 205
Toronto, ON M3J 0K2
Tel: 416-739-1621

Wilson Village BIA

<https://www.wilsonbia.com/>

1013 Wilson Avenue,
Suite 201, Office 3
Toronto, ON M3K 1G1
Tel: 647-349-2424

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6.1 Local Investments:



Keele Streete and Finch Avenue West

In partnership with Mosaic's procurement department, the Community Benefits Specialist:

- Identifies procurement opportunities to promote to local businesses
- Promotes procurement opportunities at:
 - www.mosaictransit.com
 - Via local BIAs
- Identifies companies awarded contracts and posts the duration of time they will be on the project so those looking for employment may contact them to inquire about available opportunities
- Identifies local businesses and social enterprises that can provide goods and services to the LRT project (i.e. advertising, supplies, services)
- Arranges and offers workshops/webinars/events to provide local business owners networking opportunities with our staff as well as business development training, i.e., website and social media marketing tools

Community investment along the project corridor is summarized in the table below:


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Table 6.2: Q2 and Q3 Finch West LRT Spend

Category	Q2 Spend	Q3 Spend	Total Spend
Social Enterprise: <ul style="list-style-type: none"> • Printing 	\$3,473.31	\$1,466.33	\$4,939.64
Community-Based Investment: <ul style="list-style-type: none"> • Historically Disadvantaged Business Owners • Local businesses 	\$45,913.69	\$24,938.72	\$70,852.41
Local subcontractors, suppliers, etc.	\$3,085,584.84	\$3,465,940.88	\$6,551,525.72
TOTAL Community Investment	\$3,134,971.84	\$3,492,345.93	\$6,627,317.77


TOTAL Community investment for Q1-Q3: \$8,647,970.66

7.0 Community Benefits 2021 Work Plan

The table below provides a snapshot of Mosaic's Community Benefits work plan for 2021 and highlights commitment to equitable economic opportunities, training, and workforce development, as well as supporting social enterprises through procurement and community improvements. Many opportunities were switched online in response to the COVID-19 pandemic.

Table 7.1: Work Plan

Month	Plans
January	Community Benefits and Apprenticeship Plans – 2020 End of Year Report
February	Jobseeker Engagement: ACCES Employment Trades & Engineering Forum
March	Apprenticeship Plan: Consider the Trades with The Carpenters Union Mentorship Opportunity for Women: Career Talks - Women in PAT Construction Jobs


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April	Community Engagement: Shared Project updates, employment, and business opportunities at The Empowerment Workshop
June	Apprenticeship Plan: Consider the Trades with IBEW Local 353 & LiUNA Local 183 Training Centre
July	Business Community Engagement: Black Creek BIA organizing committee
September	Social Enterprise Engagement: Buy Social Canada roundtable
October	Community Improvement: donation of school supplies to elementary schools
November	Social Enterprise Engagement: Buy Social Canada roundtable
December	Community Improvement: Holiday Dinner for residents at Youth Without Shelter


8.0 Q2 and Q3 Community Benefits Activities

Table 8.1: Activities for the period of April – September 2021

Date	Type of Activity	Stakeholder(s)	Location
2021-04-06	Meeting - Community Partner Engagement	TDSB STEP to Construction	Microsoft Teams
2021-04-10	Event - Community Partner Engagement	The King's Covenant Empowerment Network	Zoom
2021-04-22	Meeting - Subcontractor Readiness	Dufferin Concrete, Outspan, AGF Rebar and Structural Roofing	Microsoft Teams
2021-04-28	Meeting - Community Partner Engagement	STEPS Public Art Services	Zoom

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2021-05-12	Meeting - Toronto Social Procurement Roundtable	Buy Social Canada	Zoom
2021-05-13	Meeting - Community stakeholder engagement	STEPS Public Art	Zoom
2021-05-14	Meeting - Subcontractor engagement	Downsview Group	Microsoft Teams
2021-05-18	Meeting - Subcontractor engagement	Peninsula Construction Inc.	Microsoft Teams
2021-05-27	Meeting - Community stakeholder engagement	Toronto Community Benefits Network	Microsoft Teams
2021-06-02	Meeting - Community Benefits Collaboration	Mobilinx	Microsoft Teams
2021-06-10	Meeting - Subcontractor Readiness	Harrison Muir	Microsoft Teams
2021-06-16	Event - Consider the Trades	IBEW 353 & LiUNA 183	Microsoft Teams
2021-06-23	Meeting - TCBN Annual General meeting	Toronto Community Benefits Network	Zoom
	Event - Virtual Job Fair	ACCES Employment	Brazen
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2021-08-17	Meeting - Community stakeholder engagement	Jane and Finch Mall	Microsoft Teams
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2021-09-14	Meeting - Small business engagement	Caribbean Vibrations TV	Microsoft Teams
2021-09-28	Meeting - Student placement opportunities	TDSB STEP to Construction	Phone
2021-09-29	Meeting - Toronto Social Procurement Roundtable	Buy Social Canada	Zoom

9.0 References

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MTC-COM-RPT-00009	Community Benefits and Liaison Plan – Q2 and Q3 Quarterly Report (April 1 – September 30, 2021)	
Revision No. 00A	Owner: Cecille Chin	Finch West LRT