




MTC-COM-RPT-00009	<b>Community Benefits and Liaison Plan – Q1 Quarterly Report (January 1 – March 31, 2022)</b>	
<b>Revision No. 00A</b>	Owner: Varni Tayalan	Finch West LRT

The Finch West Light Rail Transit (LRT) Project


## Report: Community Benefits and Liaison Plan January 1- March 31, 2022

	<i>Varni Tayalan</i>	2022-05-05
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MTC-COM-RPT-00009	<b>Community Benefits and Liaison Plan – Q2 and Q3 Quarterly Report (January 1 – March 31, 2022)</b>	
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## Revision Index

Revision	Description of Changes	Date
00A	Issued for Use	2022-05-05

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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"> <li>• Oversees implementation of the Community Benefits and Apprenticeship Programs on behalf of Mosaic</li> </ul>
Eduardo Galnares, Project Director	<ul style="list-style-type: none"> <li>• Oversees implementation of the Community Benefits and Apprenticeship Programs on behalf of Mosaic</li> </ul>
Jason Wesley, Communications and Public Engagement Director	<ul style="list-style-type: none"> <li>• Reports to the Project Director.</li> <li>• Oversees strategic planning and implementation of Community Benefits and Liaison Plan, ensuring appropriate</li> </ul>

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

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	<ul style="list-style-type: none"> <li>Supports Mosaic Transit Group events that are centered on vendor opportunities on the project.</li> </ul>
HR Business Partners at Aecon, Dragados and Dufferin	<ul style="list-style-type: none"> <li>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.</li> <li>Occasionally attend events and help plan large-scale training and skills development initiatives.</li> </ul>


### 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**

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

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<ul style="list-style-type: none"> <li>Local office on Arrow Road</li> </ul>	
Northwood Neighbourhood Services <ul style="list-style-type: none"> <li>Local office on Jane Street at Wilson Ave.</li> </ul>	Local residents; local entrepreneurs
Elsbeth Heyworth Centre for Women <ul style="list-style-type: none"> <li>Local office on Finch Ave West at Weston Road</li> </ul>	Local residents; women
Labour Education Centre <ul style="list-style-type: none"> <li>Satellite workshop near Steeles Ave W and Weston Road</li> </ul>	Local residents; racialized populations; women.
Toronto Community Benefits Network	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**

<b>Community-based organizations</b>	<b>Audience/Participation</b>
Toronto Community Benefits Network	Local residents
Labour Education Centre (LEC)	Local Residents
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

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:

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

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

During the first quarter, 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](http://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 local employment service agencies in promoting opportunities on the project as well as facilitating training in areas such as, but not limited to employment information sessions, 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
2022-03-01	Meeting - Construction Liaison Committee	Several stakeholders along the alignment	Microsoft Teams
2022-03-09	Meeting - Community Partner Engagement-Employment opportunities	Skills for Change	Microsoft Teams
2022-03-11	Meeting - Community partner engagement-Picnic table initiative	Labour Education Centre	Microsoft Teams
2022-03-15	QGM- Community Partner Engagement	TCBN	Zoom
2022-03-15	Meeting with Local business Engagement-Events planning	York gate Mall	Zoom



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Date	Type of Activity	Stakeholder(s)	Location
2022-03-21	Community Stakeholder event participation – International Day of Elimination of Racial Discrimination organized	RESCON	Zoom
2022-03-25	Meeting-Community Stakeholder Engagement-Internship Program discussion	TCBN	Microsoft Teams
2022-03-30	Event-Graduation for pre-apprentices who took part in picnic table building initiative	Labour Education Centre	In-Person
2022-03-31	Meeting-Community Partner Engagement-Employment opportunities	ACCESS Employment	Microsoft Teams
2022-03-31	Community Benefits Forum	Peel Community Benefits Network (PCBN)	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 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](#).

#### List of current PAT opportunities :

- Systems Integration Manager
- Property Access and Business Continuity Lead
- RAM
- Operations and Maintenance Lead
- OCS Lead
- Superintendent Systems Electrical
- MEP Coordinator
- Structures Coordinator
- Utility Coordinator
- Document controller
- Properties Lead

#### 4.2 PAT internship opportunities

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The COVID19 pandemic has had significant negative effects on employment for all but it was noted that recent immigrants have had the highest impact forcing them to look for low-paying and short-term job opportunities with not enough experience and time to transition their skills to suitable opportunities. To increase access to well-paid job opportunities in the construction sector Mosaic has initiated an internship program to provide job experience for newcomers. Planning for the program started in the first quarter and the program will be implemented in second quarter of 2022. Through this 12-week internship program, skilled newcomers can learn on the job and gain experience to transition into suitable and better paid jobs in the construction sector.

This internship program is being planned in partnership with Toronto Community Benefits Network's Newcomers Pathways into Construction program.

### 4.3 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 for the project by sub-contractors procured by Mosaic Transit Constructors. The sub-contractors are made aware of the importance of community benefits aspect of the project and is incorporated in their agreement with the Project Co. Mosaic consistently communicates with the sub-contractors to reinforce the importance of hiring from local and BIPOC groups and communities.

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. The active interaction 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.

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

For Q1 a total of 51 trades persons contributed to the construction of the Finch West LRT in the following categories:

- Apprentice - 2
- Journeyman - 3
- Labourer/Helper – 46

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>

### Picnic Table Building Initiative

Meaningful and lasting community benefits initiatives occur when the stars align perfectly and everyone involved gives their all to make it happen. And when it comes together, a ripple effect of joy reverberates throughout the community.



To support the apprenticeship plan, we partnered with the Labour Education Centre (LEC) to provide pre-apprentices with hands on training experience through building of picnic tables. The tables will be delivered to Elmbank Junior Academy, a local school along the Finch West corridor. Mosaic sponsored the resources to build the tables and 10 apprentices took part in this initiative. Mosaic recognized the pre-apprentices with certificate of completion.

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Pedro Gonzalez (L) and Gavin Lawrence (R) presenting an apprentice (Middle) with a Certificate of Participation and Achievement on March 30

At a celebration ceremony at the TradeLinx shop in northwest Toronto on March 30, Mosaic Construction Director Pedro Gonzalez and TradeLinx Project Director Gavin Lawrence presented Certificates of Achievement and Participation to the 12 apprentices who worked on the project.

"It is so important to encourage and invest in the development of construction industry skills," said Mosaic Construction Director Pedro Gonzalez. "People who are building picnic tables today can build transit lines that power the cities of tomorrow."


## 5.2 Tracking Diversity and Inclusion (D&I)


Canada's construction industry is suffering from a shortage of workers. A Canadian construction industry association, BuildForce Canada, has estimated that there may be a shortfall of 250,000 workers by 2021. Most of these workers will be required to replace 210,000 workers who will retire during the next eight years. To address the shortage, the Canadian Construction Association 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.

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In order to capture a better picture of the diversity of the individuals contributing to the construction of the Finch West LRT, we currently use a *Tracking Diversity on the Finch West Light Rail Transit Project* form. Due to COVID19 Pandemic, this form was incorporated as an electronic form, this voluntary questionnaire is included in our Site Induction registration form to seamlessly collect this data during registration.

This form is being enhanced currently to improve the tracking of diversity of hires in the project, we are hoping to accomplish this for Q2 of 2022.

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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


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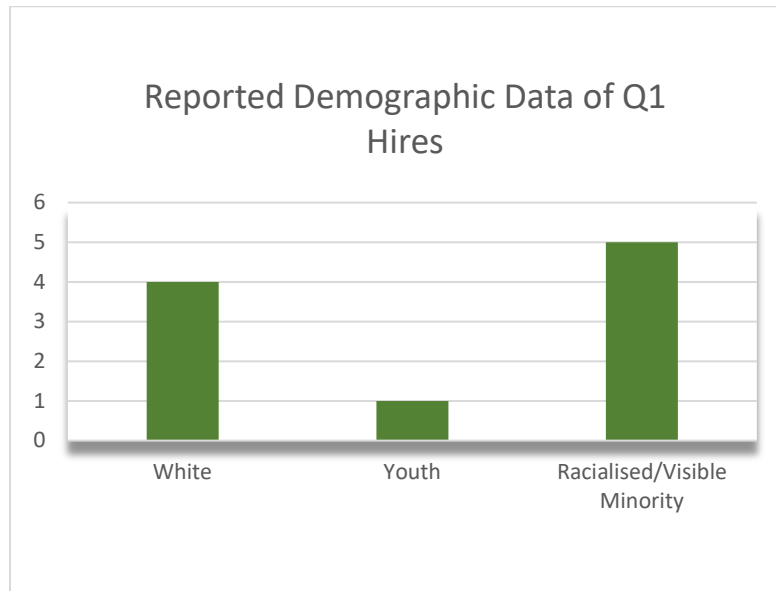
Please tell us if you identify with any of the following (check all that apply):

- 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
- LBGTO+
- 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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It is noted that Q1 saw a significant decline in the number of persons who chose to respond to the diversity questionnaire, hence we are working towards enhancing the tracking questionnaire by making responses to some questions required and adding other questions while adhering to the Privacy Act. 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



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**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

**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](http://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)

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- 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:

**Table 6.2: Q2 and Q3 Finch West LRT Spend**

Category	Q2 Spend
Social Enterprise: <ul style="list-style-type: none"> <li>• Printing</li> </ul>	\$117.00
Community-Based Investment: <ul style="list-style-type: none"> <li>• Historically Disadvantaged Business Owners</li> <li>• Local businesses</li> </ul>	\$45,607.24
Local subcontractors, suppliers, etc.	\$1,324,025.94
<b>TOTAL Community Investment</b>	<b>\$1,369,750.18</b>

**TOTAL Community investment for Q1:\$1,369,750.18**

## 7.0 Community Benefits 2021 Work Plan

The table below provides a snapshot of Mosaic's Community Benefits work plan for 2022 and highlights commitment to equitable economic opportunities, training, and workforce development, as well as supporting social enterprises through procurement and community improvements. Many community benefits activities were delivered online due to the heightened the COVID-19 pandemic in Q1.

**Table 7.1: Work Plan**

Month	Plans
January	<b>Community Benefits and Apprenticeship Plans – 2021 End of Year Report</b>
February	<b>Apprenticeship Plan:</b> Planning Picnic Table Built for local school-Elmbank Junior Academy

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March	<b>Apprenticeship Plan:</b> Picnic Table Built Initiative in partnership with Labour Education Centre <b>Community Engagement:</b> Building Diversity Awards nomination
April	<b>Community Benefits and Apprenticeship Plans:</b> Planning 12 week PAT Internship program in partnership with TCBN. <b>Community Engagement:</b> Building Diversity Awards Nomination <b>Community Engagement:</b> Donation of picnic tables to Elmbank Junior Academy
May	<b>Business Community Engagement:</b> Mother's Day event at York Gate Mall <b>Apprenticeship Plan:</b> Construction Site Tour with TCBN <b>Community Environment Improvement:</b> Clean up FWLRT corridor locations. <b>Community Engagement:</b> Building Diversity Gala attendance <b>Community Benefits and Apprenticeship Plans</b> Implementation of 12-week Internship program in partnership with TCBN Cohort-1.
June	<b>Apprenticeship Plan:</b> Consider the Trades Information Session <b>Business Community Engagement:</b> Construction Site Tour to Good Foot- a social enterprise that provides employment opportunities to the neuro-diverse community <b>Community Environment Improvement:</b> Tree Planting initiative along the Finch West Corridor
July	<b>Business Community Engagement:</b> Jane and Finch Mall <b>Community Environment Improvement:</b> Tree Planting initiative along the Finch West Corridor <b>Apprenticeship Plan:</b> Construction Site Tour with LEC
August	<b>Apprenticeship Plan:</b> Participate in Union recruitment days initiative by TCBN
September	<b>Community Engagement:</b> donation of school supplies to elementary schools <b>Community Environment Improvement:</b> Tree Planting initiative along the Finch West Corridor <b>Community Benefits and Apprenticeship Plans:</b> Implementation of 12-week Internship program in partnership with TCBN-Cohort-2
October	<b>Community Improvement:</b> donation of school supplies to elementary schools <b>Apprenticeship Plan:</b> Construction Site Tour with TCBN <b>Business Community Engagement:</b> Local Business Event at York Gate Mall
November	<b>Social Enterprise Engagement:</b> Buy Social Canada roundtable <b>Business Community Engagement:</b> Local Business Event at York Gate Mall
December	<b>Community Improvement:</b> Holiday Dinner for residents at Youth Without Shelter <b>Apprenticeship Plan:</b> Construction Site Tour with LEC <b>Business Community Engagement:</b> Local Business Event at Jane and Finch Mall

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## 8.0 Q1 Community Benefits Activities

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

Date	Type of Activity	Stakeholder(s)	Location
2022-03-01	Meeting - Construction Liaison Committee	Several stakeholders along the alignment	Microsoft Teams
2022-03-09	Meeting - Community Partner Engagement-Employment opportunities	Skills for Change	Microsoft Teams
2022-03-11	Meeting - Community partner engagement-Picnic table initiative	Labour Education Centre	Microsoft Teams
2022-03-15	QGM- Community Partner Engagement	TCBN	Zoom
2022-03-15	Meeting with Local business Engagement-Events planning	York gate Mall	Zoom
2022-03-21	Community Stakeholder event participation – International Day of Elimination of Racial Discrimination organized	RESCON	Zoom
2022-03-25	Meeting-Community Stakeholder Engagement-Internship Program discussion	TCBN	Microsoft Teams
2022-03-30	Event-Graduation for pre-apprentices who took part in picnic table building initiative	Labour Education Centre	In-Person
2022-03-31	Meeting-Community Partner Engagement-Employment opportunities	ACCESS Employment	Microsoft Teams
2022-03-31	Community Benefits Forum	Peel Community Benefits Network (PCBN)	Zoom

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## 9.0

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