

Building Infrastructure. Bettering Communities.

20
20

The Finch West Light Rail Transit Project

Community Benefits and Apprenticeship Plans

2020 End of Year Report



Introduction

The 2020 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.

Introduction and Background	2
How we do it	3
2020 Design and Construction Update	4
Community Benefits and Liaison Plan Updates	5
Plan Progress: Partnering to Provide Employment Information	5
Community Benefits and Liaison Plan Objectives	6
Building Infrastructure. Bettering Communities. By Providing Opportunities	7
Plan Progress: Supporting Local Businesses	7
Building Infrastructure. Bettering Communities. Through Engagement and Outreach.	8
Plan Progress: Investing in Local Community	9
Plan Progress: Reaching Out and Engaging	10
Apprenticeship, Trade and Employment	11
Plan Progress: Supporting Apprenticeship	11
Partners Building the Future	12

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.

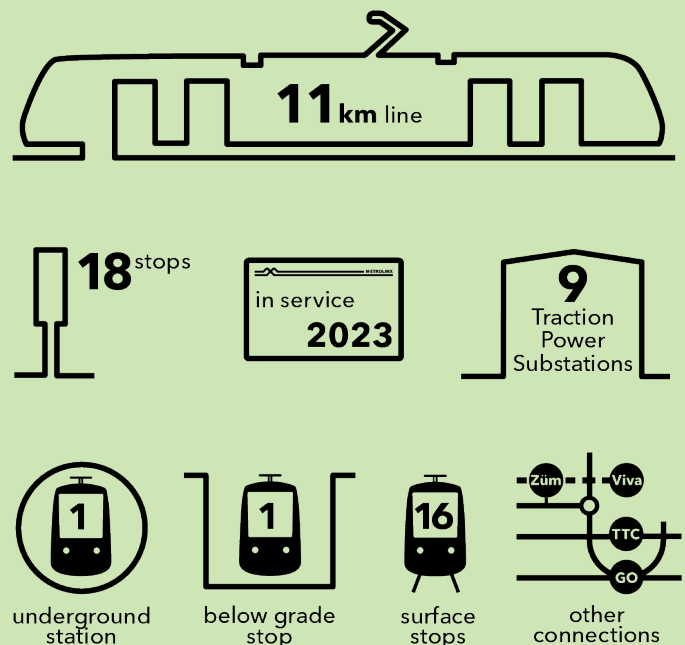




Photo: Pedestrian walk way along Finch Avenue West.

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, how to apply. Mosaic connects with community-based organizations and workforce agencies to reach — and teach — local jobseekers. We know it works because there have been an increased number of local hires on the project in professional, administrative and technical roles.

Some jobseekers 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-seeking 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 www.mosaictransit.com and sharing updates at a Business Summit. This year, some of our service providers were able to keep their lights on and staff roster 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 even work with local agencies and organizations to train local business owners how to promote their business online or sell goods online when in-store shopping isn't an option. During the pandemic, we've had to rethink how we reach people and we've succeeded.

2020 Design and Construction Update

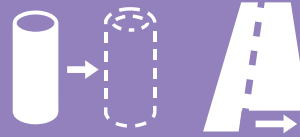
Creating Space



Installed 60 pre-cast concrete girders, each approximately 18 metres long for the Highway 400 Bridge



More than 28 kilometres (km) of overhead cables, 2 km of hydro structure, 2 km of Bell line, and 85 poles installed



Almost 7,473 metres of storm, sanitary, and sewer pipes installed
Widened 3.5 km of roadway



Reused 22,000 cubic metres of soil from the Humber College site

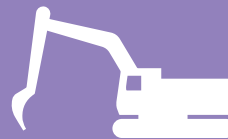
Making Progress



Installed almost 2 km of rail line at the Maintenance and Storage Facility



Removed and replaced two six-lane bridge spans, each weighing 1500 tonnes over two weekends on the Highway 400 Bridge



Began excavating two of nine traction power substations (TPSS)



Employed 47 apprentices and local trades, professional, administrative, and technical workers, to date



138 of 456 overhead contact systems (OCS) poles installed



Installed 800 tonnes of steel for the backbone of the MSF



Installed 400 of 700 reinforced concrete piles to support excavation of the underground Finch West station



Worked more than 500,000 hours with no lost time injuries

Building Connections



26 outreach events
*virtual during COVID-19



3206 likes / 906 retweets helped to inform the broader community of #FinchWestLRT progress



We shared 594 social media posts



Thanks to 3075 social media fans who kept track of the LRT progress



Photo: Mosaic Transit Group hiring Ad.

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.

Coordinator, Engineer and Superintendent positions available in:

- Procurement
- Scheduling
- Project Control
- Contract Administration
- Track and more

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

www.mosaictransit.com



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, 16 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.

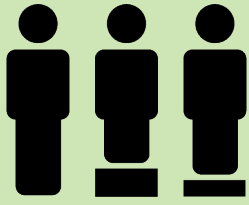
Paying it Forward

In 2020, Mosaic volunteered twice with ACCES Employment to mentor professionally trained new immigrants. Mosaic volunteers met and networked with more than 100 mentees to discuss workplace culture, local job markets and employment opportunities on the Finch West LRT project. For some, the ACCES Employment Speed Mentoring events provided an opportunity to aid newcomers in kick-starting their career in a new country and for others it was an opportunity to share personal lessons learned.

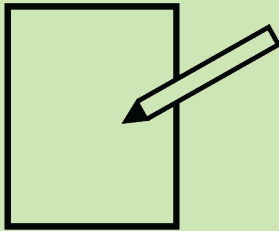


Photo: Mosaic Transit team at Acces Employment Speed Mentoring event in February 2020, prior to the COVID-19 lock down.

Community Benefits and Liaison Plan Objectives



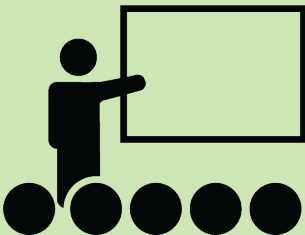
To provide accessible information to historically disadvantaged communities and equity seeking groups (those in the nine Neighbourhood Improvement Areas adjacent to the project corridor) about employment opportunities on the Finch West LRT.



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.



Building Infrastructure. Bettering Communities. By Providing Opportunities.



31 apprentices and
trade hires



16 professional, administrative
and technical hires

\$3.4+ M

total community
investment

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 offered a three-part webinar series to increase business owners' awareness and understanding of developing and using digital platforms to sell goods and services.

Through the Finch West LRT's Community Engagement activities, Metrolinx and Mosaic partner 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 2020, Mosaic had invested \$3.4 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, such as Pedestrian Safety, to raise awareness of pedestrian safety when people are travelling through the corridor
- "Open for Business" and wayfinding signages
- 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



Photo: Social media panel "Shop Local". Road signs for local business support during construction.

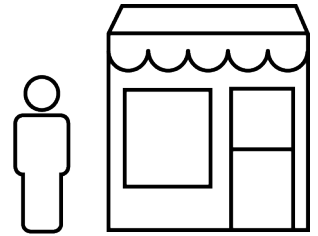
Photo Left: Arial view Finch Avenue West looking west from Sentinel Road.



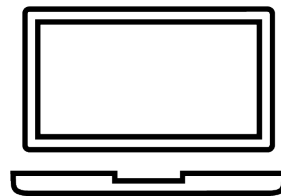
Building Infrastructure. Bettering Communities.
Through Engagement and Outreach.

\$3.4+ M

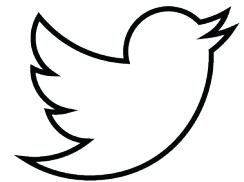
\$3.4+ million local investment



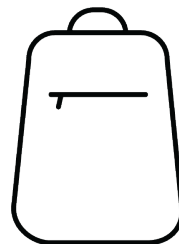
27,000 people and businesses
reached quarterly through
newsletters



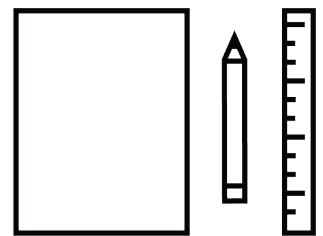
30 advertising in print
and digital media



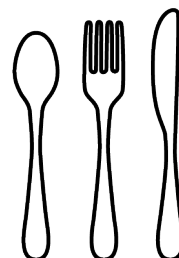
594 social media posts



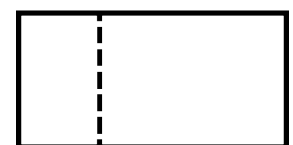
100 backpacks filled with
pre-packaged school supplies
to Pathways to Education



50 packages of school supplies
to Youth Without Shelter



30 meals served to
Youth Without Shelter



30 vouchers distributed in the
community for the holiday season



Photo: F10 Studio's Michael Fayehun.



Photo: Eva's Phoenix Print Shop.

Plan Progress: Investing in Local Community

Learning from 2020 Virtual Business Summit

This year, saw many companies adapting to offer goods and services online – an unfamiliar tool to many businesses with storefronts. Mosaic also adapted the way we engage with local businesses by offering virtual events, such as educational webinars and a virtual business summit for small and local business owners.

Mosaic Transit Group's procurement team, Metrolinx, City of Toronto and Humber College met virtually in December to discuss business opportunities along the project corridor and improve awareness of how to access government agencies for procurement opportunities. More than 85 people participated in the three-hour Virtual Business Summit. After an update on progress on the project, they were apprised of upcoming business opportunities and procurement processes at Humber College and Metrolinx. A City of Toronto spokesperson discussed economic initiatives in the Jane-Finch area. Local business representatives met one-on-one with Mosaic's and its subcontractors' procurement staff, and a panel of small business owners who gave their perspective on what it was like to be involved in a project of this magnitude.

No Project Big

Young entrepreneur Michael Fayehun is the owner and lead photographer of F10 Studio. The six-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, Fayehun told the audience at the summit. "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 COVID, 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."

Photo Left: Arial view of utility work on Finch Avenue West.

Skip^{the} Kitchen



Support local Finch West restaurants. Make every Wednesday a #TakeoutDay meal.

Illustration: Skip the Kitchen digital campaign.



Illustration: Finch West LRT Virtual Open House May 2020.

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 November. Dinner and desserts were provided by local establishments, Wok of Asia and R Bakery. Mosaic also made adjustments in other areas in the way we reached out and engaged community members about the project benefits and construction progress.

Skip the Kitchen

At the start of the first province-wide lockdown due to the COVID-19 virus, Metrolinx and Mosaic partnered to promote local restaurants and encouraged local families to keep supporting them. Each Wednesday, three local restaurants were promoted @finchwestlrt to encourage residents of Finch West to make Wednesday a #TakeoutDay to help preserve the local eateries.

Virtual Open House

From May 13 to 20, 2020, 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 2020.

Getting Crafty

Mosaic worked with Metrolinx to post a family-friendly video that explains the construction on the Project. Instructions for an arts and crafts activity using recyclable materials to build trains and tracks were included in the Kid’s Corner.

Building Up Finch West

As its staff could not complete in-person volunteer activities, Mosaic donated funds to two local groups providing food to people with a chronic illness or mental health issues.





Photo: Maintenance and Storage Facility.

Apprenticeship, Trade and Employment

Plan Progress: Supporting Apprenticeship

Mosaic supports the 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 2020, 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.

An updated list of subcontractors currently working on the project along with the subcontractors’ point of contact for employment opportunities is posted online and kept up-to-date. 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 2020. By the end of the fourth quarter, 31 apprentices and local labourers and journeypersons were hired to work on the project; that is equivalent to 15.5 % of the total trades people hired onto the project.

Trade Hires

Types of Trade People	Number
Labourers	2
Pre-Apprentices	1
Apprentices	27
Journeypersons	1
TOTAL	31



Partners Building the Future



TRISTAR

D.A.D.
A Division of Mosaic Transit

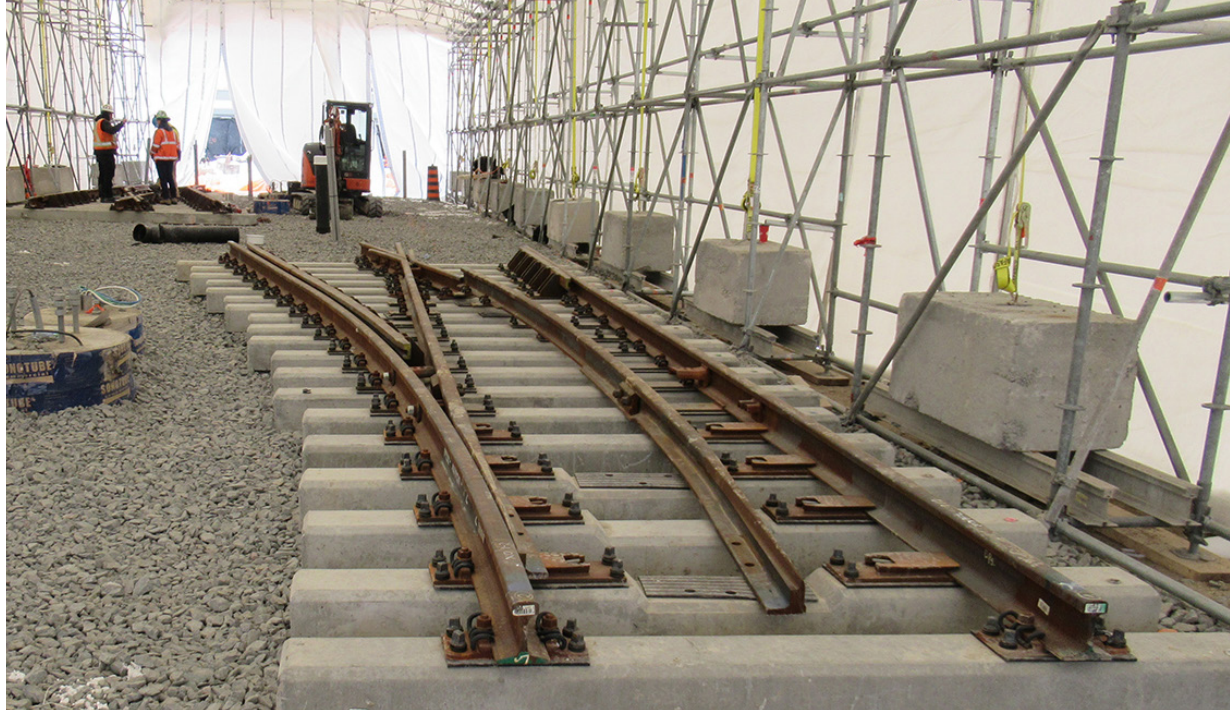


Photo: Installing LRT steel rails under tent to protect against cold weather.

We congratulate our partners in 2020. 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 and Metrolinx attended a January 2020 advisory meeting with the TDSB "Step to Construction", where a panel of students and their parents shared their positive experience about working as apprentices on different construction sites in Toronto. Contractors stressed the need to improve promotions of the trades, remove the stigma from those involved in trades. There was also a discussion about how to improve the program to ensure students received the best experiences and opportunities within the construction sector.

We look forward to continued cooperation and a further influx of apprentices as work on the project intensifies in 2021.



Photo: Finch Avenue West looking west from Sentinel Road.

Photo Left: Excavation of the Finch West underground station.



Photo: Maintenance and storage facility at 50 York Gate Boulevard. Looking west.

For more information:

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

Email: finchwest@metrolinx.com

Phone: 416-202-6500

Facebook, Twitter and Instagram: [@finchwestlrt](https://www.instagram.com/finchwestlrt)

