



MTC-COM-RPT-00004	Community Benefits and Liaison Plan – Q2 Quarterly Reports (April 1 – June 30, 2020)	
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 – June 30, 2020

PREPARED BY:	<i>Cecille Chin</i> Cecille Chin Community Benefits Specialist	2020-07-13 DATE
PREPARED BY:	Paulette den Elzen Communications and Public Engagement Manager	DATE
REVIEWED BY:	Shalini Sivakumar Human Resources Manager	DATE
APPROVED BY:	Navid Ganji Project Director	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, and 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
Navid Ganji, Project Director	<ul style="list-style-type: none"> • Oversees implementation of the Community Benefits and Apprenticeship Programs on behalf of Mosaic
Paulette den Elzen Communications and Public Engagement Manager	<ul style="list-style-type: none"> • Reports to the Project Director. • Oversees strategic planning and implementation of Community Benefits and Liaison Plan, ensuring appropriate integration across communications,

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	<p>community relations, and community engagement plans as appropriate.</p> <ul style="list-style-type: none"> Primarily interfaces with Metrolinx's Chief Communications Officer and Senior Manager of Communications and Community Relations. Media-trained.
Cecille Chin Community Benefits Officer	<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 Manager	<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. 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

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	<p>initiatives in employment, training, and skills development opportunities on the project.</p> <ul style="list-style-type: none"> Occasionally attend events and help plan large-scale training and skills development initiatives.
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3.0 COVID-19

In March 2020, the COVID-19 virus was raised to a pandemic level by the World Health Organization and the Province of Ontario declared a state of emergency. Together with the Contracting Authority, we agreed to cancel or postpone public events to protect the health and safety of workers and the public to fully support public health agencies' efforts to manage this universal health crisis.


Safety is a top priority for us at Mosaic. In an effort to protect the health and safety of the public, its workers, and their families, we implemented numerous safety measures such as:

- Physical distancing requirements of 2m (6 feet) and where that is not possible, workers are required to wear face masks
- An online daily screening questionnaire and daily assurance audit checklist that are completed by staff each day
- No sick employees are allowed onsite
- Mandatory home isolation for at least 14 days if sick, travelled or in contact with someone diagnosed with COVID-19
- Enhanced cleaning procedures of workspaces, hard surfaces and commonly used areas
- Only essential workers are allowed onsite
- Continuous education and coaching on keeping physical distance and using proper hygiene in training sessions and information posters
- Appropriate facilities for hand washing using soap and water or hand sanitizer
- Daily cleaning of shared vehicles and tools



We complied with recommended health protocols by:

- Moving all meetings and events online
- Reformatting our in-person programs, where possible
- Increasing online interactions with all our stakeholders


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4.0 Employment Opportunities

Mosaic continues to build a community network to distribute information about workforce and business 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 and business opportunities on the Finch West LRT Project.

Table 4.1: 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) Local office in Yorkgate Mall and in the Rexdale Hub	Local residents on OW, ODSP
JVS Toronto Local office in Jane and Finch mall	Local residents
Rexdale Women's Centre Local office in Rexdale Hub	Local residents; women
Humber Community Services/Humber College Local office at Humber College and in the North York Sheridan Mall	Internationally Trained Professionals
CAFCAN (Caribbean African Canadian) Community Services Local office on Arrow Road	Local residents; racialized populations.
Northwood Neighbourhood Services Local office on Jane Street at Wilson Ave.	Local residents; local entrepreneurs
Elsbeth Heyworth Centre for Women Local office on Finch Ave West at Weston Road	Local residents; women
Labour Education Centre 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.

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Jamaican-Canadian Association (JCA)	Locally and Internationally trained professionals; racialized populations; members of historically disadvantaged communities
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In recognition of the unique nature of the Jane-Finch and Rexdale communities, we have connected with community-based organizations in an effort to reach a broader cross-section of local jobseekers.

Table 4.2: Finch West LRT, Community-based Organizations

Community-based organizations	Audience/Participation
Generation Chos3n	Youth
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


To date, the project has a total of nine (9) hires - six (6) full-time equivalent (FTE) roles and three (3) casual roles through the community benefits program. We achieved a 78% increase in hires since the last quarter, despite COVID-19's impact on our recruitment activities.

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

Category	Hires to date
Administrative & Professional	3
Technical	3 (contracts – one ended March 1 st , 2020)
Casual (minute taker, photographer, videographer)	3
Total Hires	9

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 degrees (Crawford, 2019).

In the first half of 2020, we shared employment opportunities with the local workforce agencies, posted information on Mosaic's website at mosaictransit.com and Metrolinx's

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Twitter @FinchWestLRT, as well as advertised in local community newspapers to share information in the community about professional, administrative and technical (PAT) positions available on the project.

Mosaic is developing a model of apprenticeship that will be multi-layered including co-op opportunities that include job shadowing, union apprentices from the local area and from Historically disadvantaged & Equity-seeking (H&E) communities and union journeypersons from H&E communities.


5.0 Employment Engagement Activities

To protect the safety of our workers and their families, changes were made to business operations. New health and safety protocols and procedures were put in place to reduce the number of people at worksites and in the offices to allow for social distancing. Only essential workers were permitted to work at the office and on worksites. All other staff worked remotely. These changes limited the number of new job postings and allowed for virtual interviews for essential or high priority postings only.

As the pandemic is easing and Ontario moved into Phase 2 of its re-opening plan on June 12, Mosaic has begun to review our employment needs. Throughout the pandemic, we remained in close communications with our employment stakeholders and as we look to return some employees to the office, we are reaching out to determine the experience and qualifications of their clients. The list below summarizes employment meetings and events that we attended in the second quarter:

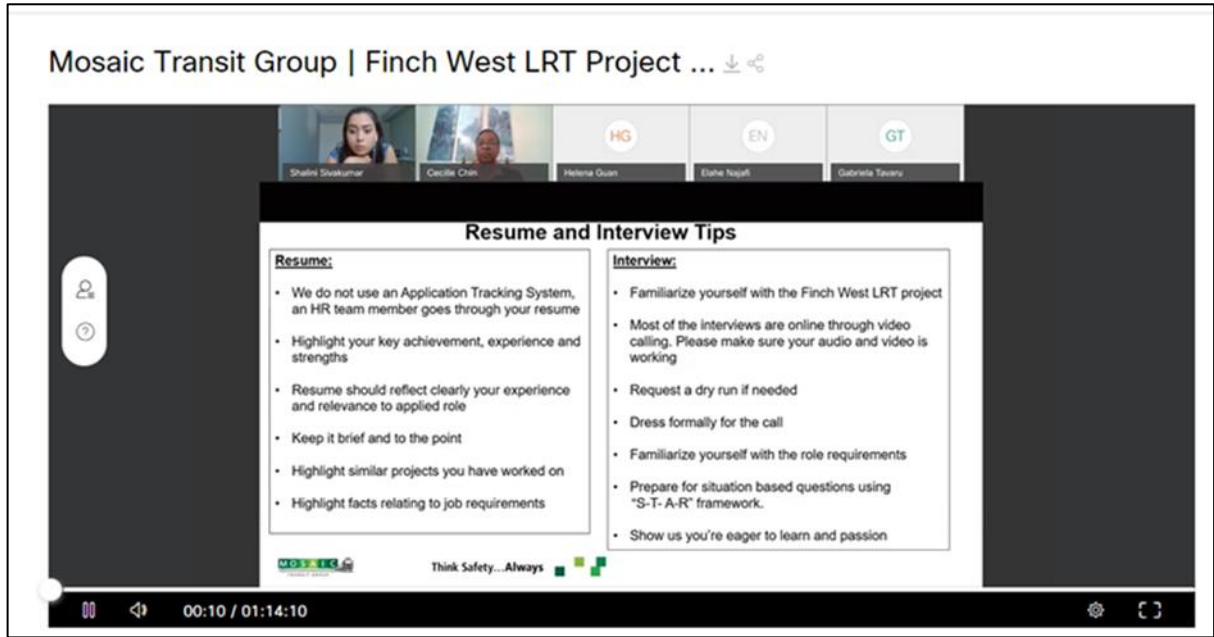
Table 5.1: Q2 Employment Engagement Activities

Date	Meeting/Event
April 1	Meeting - LiUNA 506 Training Centre
April 15	Meeting - TCBN re: Ready to Hire Working Group Meeting - LiUNA 183 Training Centre
April 24	Meeting - TCBN re: Women in Construction
April 25	Event - TCBN Career Talks
April 28	Meeting - ACCES Employment Meeting – TDSB STEP to Construction
June 2	Meeting – TDSB STEP to Construction

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June 11	Meeting – Jamaica-Canadian Association
June 16	Event – Jobseeker Engagement, ACCES Employment
June 25	Meeting – TCBN Women in Construction
June 30	Meeting - ACCES Employment

Employment Jobseeker Engagement Event at ACCES Employment, June 16, 2020




5.1 Job openings as of June 30:

- Track Superintendent
- Communications Lead
- Project Safety and Security Manager
- Surveyor
- Junior Surveyor
- Contract Administrator
- Project Coordinator
- Superintendent

We're hiring
for the
**Finch West
Light Rail Transit
project**
www.mosaictransit.com

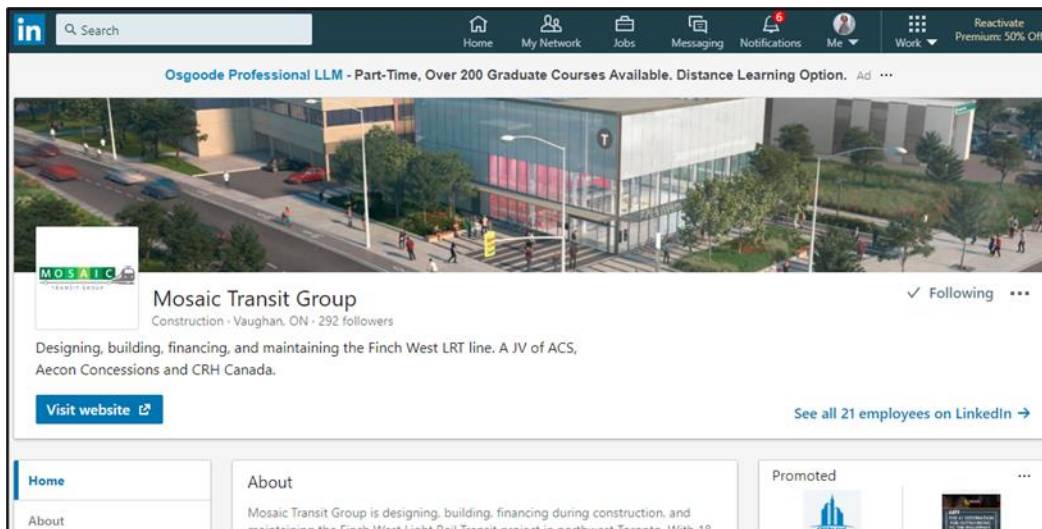


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5.2 Advertising via Social Media Platforms

Using multiple promotional tools, Mosaic made public, job opportunities on the project. In addition to sharing information with various workforce agencies, we partnered with Contracting Authority to advertise job openings using their social media platform @FinchWestLRT. 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. Recently, Mosaic established a LinkedIn page where it will link to employment opportunities on the project that are posted by our parent companies.


Mosaic's LinkedIn page



5.3 List of Trade Opportunities

In the first half of 2020, Mosaic issued tender packages for the Finch West LRT project and the list below identifies the trades and work activities that play an integral part in the project:

- 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

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- Fire protection

6.0 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.


6.1 Strengthening Community Benefits/Apprenticeship Requirements

Starting in July 2020, Mosaic added a requirement for interested bidders to include plans for Community benefits and apprenticeship with their bid submissions to demonstrate their understanding of providing community benefits and apprenticeship opportunities on the project by describing how they will:

- Provide employment opportunities for professional, administrative, and technical roles to local people, people from historically disadvantaged communities and equity seeking groups
- Provide a range of employment, training and apprenticeship opportunities for historically disadvantaged communities and equity seeking groups and procure goods and services from local suppliers and social enterprises
- Include projected number of hires in each of the roles outlined above and identify how they will track and report on the number of hires each month.

The Mosaic Community Benefits Specialist will work with subcontractors to ensure that information about employment, training, apprenticeship and procurement opportunities are shared with the community; to track and report monthly the total number of hires; and to maximize employing apprentices or journeyperson as well as people from historically disadvantaged communities and equity seeking groups. The Community Benefits Specialist will contact sub-contractors monthly to support their community benefits plan and ensure compliance.

Mosaic will contact local unions that signed Labour Co agreement to ask for their support in providing apprentices, including apprentices from disadvantaged groups on the project. Mosaic is also engaging with the Toronto District School Board (TDSB) to bring pre-apprentices from the community onto the project.

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7.0 Supporting Community-Based Businesses

Constructing this project requires the support of regional, local, community and social enterprise businesses. Mosaic supports businesses by providing business and commercial opportunities.



Local Investments:


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 post the duration of time they will be on the project so those looking for employment may contact them to inquire about opportunities available on the project
- Identifies local businesses and social enterprises that can provide goods and services to the LRT project (i.e. advertising, supplies, services)
- Offers workshops/webinars/events to provide local business owners networking opportunities with our staff as well as training in how to use marketing tools, such as websites and social media

Community investment for Q2 2020 as of June 30, along the project corridor is summarized in the table below:

Table 7.1: Finch West LRT Spend as of June 30, 2020
(Dollar amounts are rounded up or down to the closest decimal point)

Category	April 1 to June 30 Spend
Social Enterprise: <ul style="list-style-type: none"> • Printing 	\$2,778.00
Local and Disadvantaged Business (DB) Owners: <ul style="list-style-type: none"> • Printing • Photography • Advertising 	\$12, 893.00
Community-Based Investment: <ul style="list-style-type: none"> • Small business suppliers • Local subcontractors 	\$976,865.00
Total Community Investment	\$992,536.00

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8.0 Community Engagement

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

Skip the Kitchen

To support local restaurants during the pandemic, Metrolinx and Mosaic reached out to the local Business Improvement Areas to identify local restaurants providing delivery and takeout. 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.



Featured Stories

Small business owners were featured in articles published in the project's e-newsletter and hard copy newsletter that was distributed to almost 27,000 residents and businesses.

Building Up Finch West

In normal times, Mosaic would have arranged a volunteer opportunity for employees to assist at the Black Creek Community Farm or a local food bank. However, as in person activities were discouraged during the pandemic, we sought other ways to lend support.

COVID-19 has hit hard community food banks, which are experiencing a drastic decline in volunteers, dwindling stocks, and reduced financial support.

In an April 2020 interview with Global News, Chris Hatch, CEO, Food Bank Canada, stated that food banks' usage saw an average increase of 20 per cent in the first few weeks of the COVID-19 pandemic (The full article here: <https://www.dailybread.ca/covid19/food-banks-demand-surges-amid-covid-19-now-they-worry-about-long-term-pressures/>).

As an interim measure, Mosaic donated funds to two local groups providing food to people with a chronic illness or mental health issues.

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The **Red Cross Mobile Food Bank** delivers food to individuals with permanent or temporary disabilities. In addition to providing nutritious food hampers, their deliveries to homes also provide a safety check, health status monitoring and some well-needed social interaction. To learn more about the role of the Red Cross in providing food locally.

Black Creek Community Farm provides access to healthy food through their community farm, various programs, and food distribution projects. During COVID-19 they have purchased and delivered over 1,700 Good Food Boxes of which 80 percent went to the Jane and Finch community. For more information on the Black Creek Community Farm, please visit: <https://www.blackcreekfarm.ca/our-market-garden/>



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. Using interactive features, such as a presentation and allowing for participants to ask questions, our

staff supported Metrolinx in responding to public inquiries about the project. A video showing works underway across the 11-km route was available for participants to view.

9.0 Community Benefits 2020 Work Plan

The table below provides an overview Mosaic's Community Benefits work plan for 2020 highlighting our commitment to equitable economic opportunities, training, and workforce development, supporting social enterprises through procurement and community improvements.



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Table 9.1: Work Plan


Month	Plans
January	Community Benefits and Apprenticeship Plans – 2019 End of Year Report
February	Community Benefits Specialist: Complete recruitment of dedicated staff
March	Jobseeker Engagement: Job fair at Rexdale Women's Centre Mentorship Opportunity for Women: International Women's Day Panel at York University (Postponed) March Break Event in partnership with local libraries (Postponed)
April	Community Improvement: Build relationship with Black Creek Community Farm and Mosaic staff by organizing a volunteer opportunity during Earth Week (Postponed)
June	Jobseeker Engagement: Interview and resume building session
July	Business Opportunities: Three-part webinar series to offer training opportunities to small business owners
August	Youth Engagement: Jane-Finch Back-to-School event
September	Business Support: Community Business Information Session
October	Jobseeker Engagement: Employment information session Community Improvement: Homeless Youth Initiative
November	Youth Engagement: Mentorship through <i>Take Our Kids to Work Day</i> Initiative
December	Community Improvement: Out of the Cold / Youth homelessness initiative

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10.0 Q2 Community Benefits Activities

Table 10.1: Activities for the period April – June 2020

Date	Type	Community/Audience/Name	Location
April 1	Meeting	Merissa Preston LiUNA 506 Training Centre	phone
April 7	Event	Buy Social Canada	phone
April 15	Meeting	Troy Budhu, TCBN re: Ready to Hire Working Group	phone
April 20	Meeting	Jason Adolph, Program Manager, Red Cross Mobile Food Bank	phone
April 21	Meeting	Laura Cortez and Lisa Pryce, LiUNA 183 Training Centre	phone
	Meeting	Prerana Das, Emery Village	phone
	Meeting	Buy Social Canada	phone
April 22	Meeting	Laura Cortez and Lisa Pryce LiUNA 183 Training Centre	phone
	Meeting	Leticia Deawou, Black Creek Community Farm	phone
April 24	Meeting	Brandon Hay, TCBN re: women in construction	phone
April 25	Event	TCBN Career Talks	phone
April 27	Meeting	Black Creek Community Farm	phone
	Meeting	Luba Berezina, CrossLinx	phone
April 28	Meeting	Paul Basgan, ACCES Employment	phone

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	Meeting	Elvy Morro, STEP to Construction	phone
May 5	Webinar – Marketing Your Business During COVID-19	Duke Heights BIA	WebEx
May 6	Meeting – Business promotion/Shop Local campaign	Duke Heights BIA	Phone
May 7	Meeting – Ready to Hire Working Group (cancelled by TCBN)	Troy Budhu, TCBN	Phone
May 21	Meeting – Social Enterprise opportunities portal	Brent Brodie, Buy Social Canada	Phone
May 22	Meeting – Mosaic HR info session	Paul Basgan, ACCES Employment	Phone
May 26	Event – Toronto Social Procurement Roundtable	Buy Social Canada	Zoom
May 28	Presentation – Jane-Finch Economic Roundtable	Jane-Finch Centre	Zoom
June 2	Meeting – Co-op placement, summer jobs, apprenticeship placements	Ely Morro, STEP to Construction TDSB	Phone
June 3	Meeting – employment event planning	Paul Basgan, ACCES Employment	Phone
	Meeting – Jane-Finch Employment Social Enterprise	Kevin Klayman, BEAM Employment Social Enterprise and Judy Brooks, Metrolinx	Phone
June 10	Meeting – employment engagement	Natalie Francis, community member	Phone
	Meeting – social enterprise engagement	Brent Brodie – Buy Social Canada	Phone
June 11	Meeting – Mosaic Introduction	Jamaica-Canadian Association	Phone
	Meeting – event planning	Paul Basgan, ACCES Employment	WebEx

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June 16	Event – Jobseeker engagement	ACCES Employment	WebEx
June 24	Meeting	York University/Buy Social Canada/Mosaic	Zoom
June 25	Meeting – Women in Construction	Brandon Hays, TCBN	Phone
June 26	Meeting	Finch West Community Benefits Stakeholders' Quarterly Update	Microsoft Teams
June 30	Meeting	ACCES Employment	Microsoft Teams

11.0 References

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