


MTC-COM-RPT-00004	Community Benefits and Liaison Plan – Q3 Quarterly Reports (July 1 – September 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 July 1 – September 30, 2020

PREPARED BY:	 Cecille Chin Community Benefits Specialist	2020-10-13 DATE
PREPARED BY:	 Paulette den Elzen Communications and Public Engagement Manager	2020-10-16 DATE
REVIEWED BY:	 Jacqueline Aldred Human Resources Manager	DATE
APPROVED BY:	 Navid Ganji Project Director	2020-10-22 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
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

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	<p>integration across communications, 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/Jacqueline Aldred 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.

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	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Local office at Humber College and in the North York Sheridan Mall 	Internationally Trained Professionals
CAFCAN (Caribbean African Canadian) Community Services	Local residents; racialized populations.

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<ul style="list-style-type: none"> Local office on Arrow Road 	
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.
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
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, through the Community Benefits Program, 12 local residents and people from disadvantaged communities were hired – 7 full-time equivalent (FTE) roles and 5 casual roles – in professional, administrative, technical and casual areas. In the third quarter of 2020, we saw a 25% increase – a direct result of our partnerships with community agencies and stakeholders.


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

Category	Hires to date
Administrative & Professional	3
Technical (contracts – one ended March 1 st , 2020)	4
Casual (includes photographer, videographer, and flyer distributor)	5
Total Hires	12

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).

During the third-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 and Metrolinx’s Twitter @FinchWestLRT, as well as on LinkedIn via the parent companies sites and Mosaic’s.

Consistent with Mosaic’s approach to hire people of diverse backgrounds on the project, we hired a Project Coordinator in August through Access Employment, an agency that connects employers to qualified employees from diverse backgrounds.


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 navigate the impacts of COVID-19, we continue to collaborate with and support our employment stakeholders supported by our attendance at the following virtual events and telephone meetings:

Table 4.1: Employment Engagement Activities


Date	Type of Activity	Stakeholder(s)	Location
July 6	Meeting – Skilled trades opportunities	Lisa Low	Phone

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		YMCA Greater Toronto	
July 10	Event –Jobseeker Pipelining virtual job fair	Pauline Kirkpatrick, ACCES Employment	Zoom
August 5	Meeting – union engagement	LiUNA 183	Microsoft Teams
August 7	Meeting – union engagement	Carpenters Union Local 27	Microsoft Teams
August 12	Meeting – union engagement	Carpenters Union Local 27	Starbucks, Brampton
August 13	Event - Humber College Bridging Program Virtual Job Fair	Humber College	Hopin
August 20	Meeting – Apprenticeship plan/union engagement with Colleen Dignam	Construction Connections	Phone
September 4	Meeting – Union engagement	Operator Engineers	Microsoft Teams
September 9	Meeting – union engagement	LiUNA 183	Microsoft Teams
September 14	Meeting – community engagement	Elvy Morro, TDSB STEP to Construction	Phone
September 17	Meeting – community engagement	Elvy Morro, TDSB STEP to Construction	Phone

4.1 Professional, Administrative, and Technical Opportunities (as of September 30, 2020)

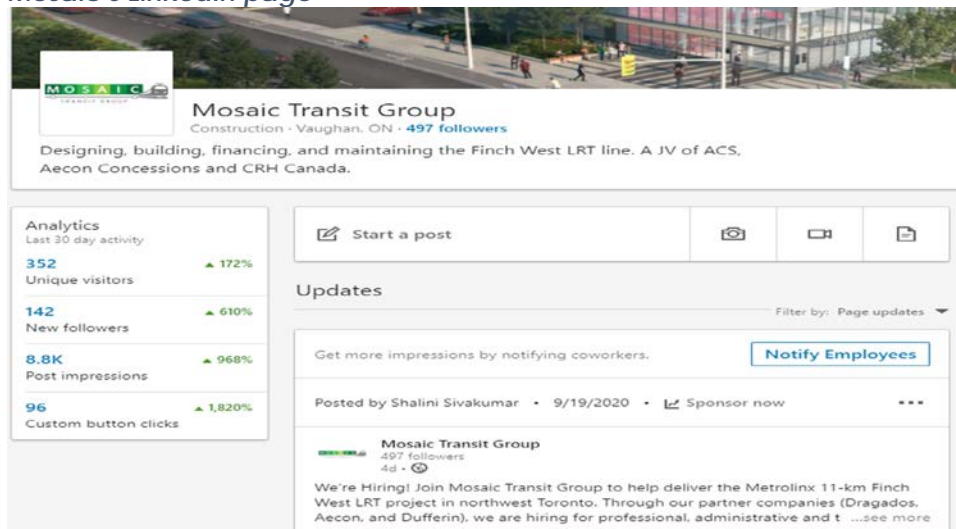
- Assistant Project Controls Manager
- Assistant Superintendent - Civil Works
- Assistant Superintendent Stops
- Cost Coordinator
- Field Engineer - Systems Civil/Systems
- Utility Project Coordinator
- Scheduler
- Superintendent Electrical and Mechanical
- Track Coordinator
- Track Superintendent
- Contracts Administrator
- Junior Surveyor

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4.2 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 the 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 promotes and links to employment opportunities on the project that are posted by our parent companies.


Mosaic's LinkedIn page



4.3 List of Trade Opportunities

Throughout 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)

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- Relocation of wet utilities; asphalt removals, excavation, grading, and pavement; bridge rehabilitation
- Electrical and mechanical works
- Fire protection

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 Increasing Union Engagement

Mosaic continues to engage unions that are signatories to its Labour Co agreement to identify more ways to collaborate and increase the number of apprentices hired on the project, including the Carpenters Union Local 27, LiUNA Local 183, and the Operating Engineers Local 783 for the same purpose.

Going forward, we will share updated lists of Mosaic's subcontractors with the unions, provide monthly updates of current and upcoming works, and liaise with unions to ensure subcontractors are fulfilling their obligations under their collective agreements to hire apprentices and local residents

5.2 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,

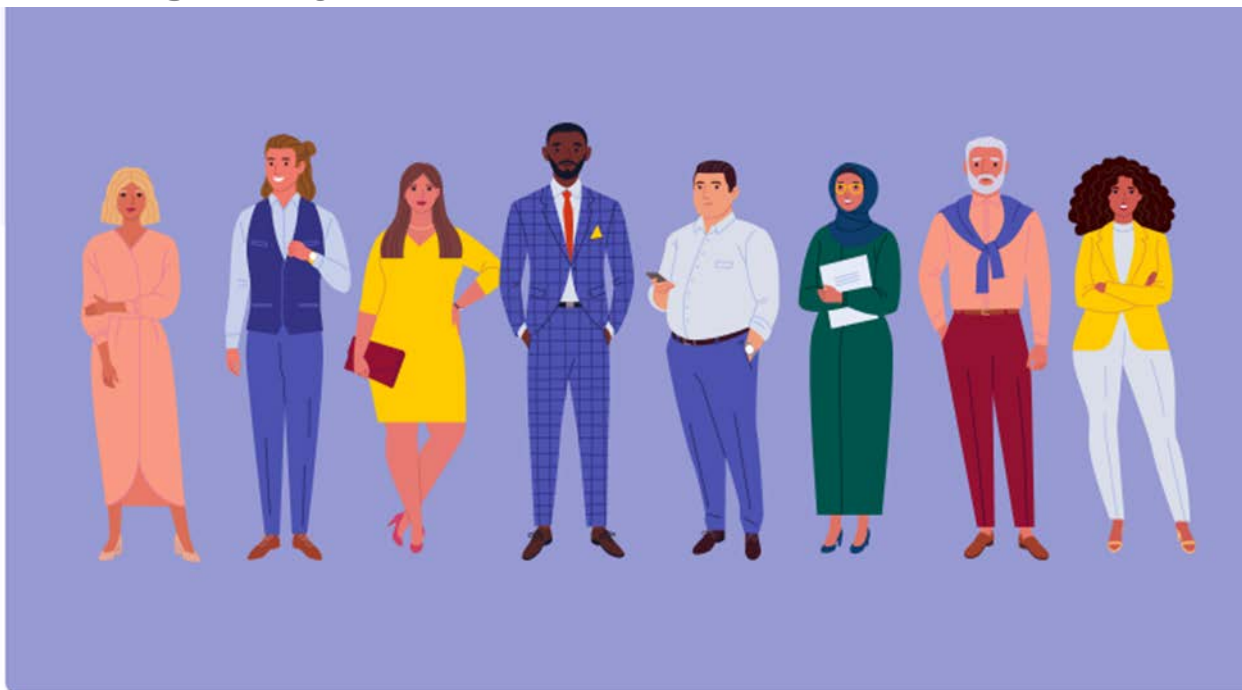
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updated Mosaic’s contract documents to incentivize proponents to provide employment and apprenticeship opportunities, and is in regular contact with subcontractors to improve their hiring, tracking and reporting of apprentices and local hires.


To date, a total of 20 apprentices and two (2) labourers, representing 8% per cent of the trade’s workforce, have been hired for the Finch West LRT project. Apprentices and local trades people were hired through LIUNA Local 183, IBEW Local 353, Operator’s Local 793 and Carpenters Union Local 27. Companies hiring apprentices to work on the Finch West LRT project include AGF, Avenue, Black and MacDonold, Tri-Star and DAD – a division of Mosaic.

To increase community access to potential trades opportunity on the project, Mosaic posts a list of its current sub-contractors and their point of contact on the Mosaic Transit Group’s website at: <http://www.mosaictransit.com/skilledtrades.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.

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Mosaic's Health and Safety team and HR department are working to develop a diversity and inclusion series to inform and educate office and on-site workers of Mosaic's core values, which emphasize safety, integrity, respect, and one team to enable workers to focus on creating a safe and supportive work environment for every one.

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:




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:

Table 6.2: Finch West LRT Spend as of September 10, 2020
(Dollar amounts are rounded up or down to the closest decimal point)

Category	Spend
Social Enterprise: <ul style="list-style-type: none"> • Printing 	\$5,381.00

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Local and Disadvantaged Business (DB) Owners: <ul style="list-style-type: none"> • Printing • Photography • Advertising 	\$12,566.00
Community-Based Investment: <ul style="list-style-type: none"> • Historically Disadvantaged Business Owners (HDBO) • Local businesses • Local subcontractors 	\$563,468
Q3 Community Investment	\$581,415.00

Total Q1 to Q3 investment as of September 10, 2020 - \$2,584,741.00


6.2 Training for Local Business Owners

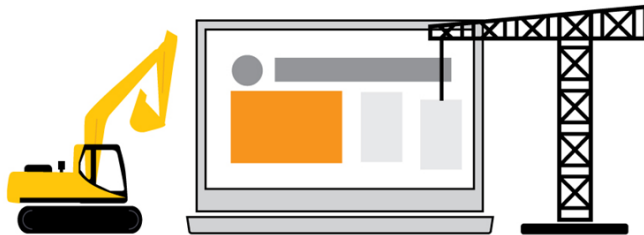
Mosaic is committed to providing business opportunities and training to small business owners within the Project's Community Benefits boundaries. Due to the COVID-19 pandemic, new public health guidelines were introduced, which included legislation for non-essential businesses to close. To practice physical distancing, many large businesses switched to, or enhanced their online shopping option or offered curbside pickup to continue providing goods and services. Unfortunately, smaller businesses were less prepared to provide those options.

To this end, we offered a three-part webinar series to support small businesses within the Finch West LRT Community Benefits boundaries to increase business owners' awareness and understanding of developing and using digital platforms to sell goods and services.

The following topics were covered:

- Understanding the Basics of Building a Website
- Social Media Marketing – Strategies for your Business
- Building an Online Store

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Understanding the Basics of Building a Website

8:30 am - 9:30 am EST | July 13, 2020 | Webinar

Facilitator: Cecille Chin, Community Benefits Specialist, Mosaic Transit Group
Presenter: Melody Fraser, Senior Graphic Designer, Mosaic Transit Group

To register and for more information go to "Events" at:
www.mosaictransit.com

Finch West LRT



Finch West Light Rail Transit Free Webinars for Small Business

We're ready to help small businesses and artists in the Finch West area to get online.

Since the pandemic, many customers are shopping online. To help small businesses to adapt, Mosaic Transit Group (Mosaic) is offering **two free webinars** on setting up and promoting an online business. While designing and building the Metrolinx Finch West Light Rail Transit Project, Mosaic will collaborate with community partners to offer free training to small business owners within the project area.

Please join us at...



Social Media Marketing – Strategies for Your Business

Webinar to help you use social media to engage customers.

Tuesday, August 11, 2020, 8:30 - 9:30am

Martin Waxman, a social media pro, will share key tips on how to build a business brand using social media and grow your online presence (i.e. Facebook, Instagram, Twitter, and LinkedIn).



Building an Online Store

Webinar to help small businesses and artists get online.

Monday, August 17, 2020, 8:30 - 9:30am

Interested in selling online? Digital Main Street offers a free program that helps small business owners and artists promote themselves online and adopt digital tools/technology.


Register for one or more webinar at: communication@mosaictransit.com



7.0 Community Engagement

In keeping with COVID-19 health protocols, Mosaic staff have reimagined the tactics used to engage community members. In lieu of in-person involvement at a variety of community festivals and events, in fall 2020, Mosaic purchased and donated school supplies to local students, including:

- 100 Backpacks filled with pre-packaged school supplies to Pathways to Education
- 50 packages of school supplies to Youth Without Shelter
- In partnership with Metrolinx, notebooks, water bottles, train and bus 3-D puzzles were donated to The Spot Youth Centre

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8.0 Community Benefits 2020 Work Plan


The table below provides a snapshot of Mosaic’s Community Benefits work plan for 2020 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 8.1: 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)

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Month	Plans
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 Training: Social Media Marketing and Building an Online Store
August	Youth Engagement and Community Support: Back-to-School supports for Pathways to Education, Youth Without Shelter and The Spot Youth Centre
September	Apprenticeship Plan: Union engagement
October	Community Improvement: Homeless Youth Initiative
November	Supporting Local Businesses: Fall 2020 Business Expo Jobseeker Engagement: Employment information session
December	Community Improvement: Out of the Cold / Youth homelessness initiative

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9.0 Q3 Community Benefits Activities

Table 9.1: Activities for the period of July - September 2020


Date	Type of Activity	Stakeholder(s)	Location
July 6	Meeting – Skilled trades opportunities	Lisa Low YMCA Greater Toronto	Phone
July 7	Meeting – Community benefits subcontractor engagement	Steve Kerr and Noreen Vinzon, NexLevel	Phone
July 8	Meeting – social enterprise engagement	Brent Brodie – Buy Social Canada	Phone
	Meeting – Community benefits subcontractor engagement	David Farnsworth, Triumph Aluminum & Sheet Metal	Phone
July 10	Event –Jobseeker Pipelining virtual job fair	Pauline Kirkpatrick, ACCES Employment	Zoom
July 13	Event – Small Business Webinar: How to Build Your Website	Online webinar hosted by Mosaic	Microsoft Teams
	Meeting – ACCES Employment Pipeline event review	Paul Basgan, ACCES Employment	WebEx
July 14	Meeting – Civil & Wet Utility Kick-Off Meeting	Verdi Alliance Group of Companies	Microsoft Teams
	Meeting - MSF Kick Off Meeting	Triumph Aluminum & Sheet Metal	Microsoft Teams
July 22	Meeting – Palette Communications	Martin Waxman, Palette Communications	Microsoft Teams
	Meeting – MSF Kick Off Meeting	Secondary Steel- Muia Steel	Microsoft Teams

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Date	Type of Activity	Stakeholder(s)	Location
July 27	Meeting – Digital Main Street	Darryl Julott, Digital Main Street	Microsoft Teams
July 28	Meeting – MSF Kick Off Meeting	Drywall & Metal Liner -Capital Drywall	Microsoft Teams
July 29	Jane-Finch Town Hall Meeting	Various stakeholders: TCBN, Jane-Finch Community, etc.	Zoom
August 5	Meeting – union engagement	LiUNA 183	Microsoft Teams
	Meeting – community engagement	Jerk Brothers	Phone
August 6	Meeting – webinar planning	Martin Waxman	Microsoft Teams
August 7	Meeting – union engagement	Carpenters Union Local 27	Microsoft Teams
August 10	Meeting – MSF supplier Kick-off	COLAS	Microsoft Teams
August 11	Event – Small Business Webinar: Social Media Marketing by Martin Waxman	Online webinar hosted by Mosaic	Microsoft Teams
August 12	Meeting – social enterprise engagement	Buy Social Canada	Phone
	Meeting – union engagement	Carpenters Union Local 27	Starbucks, Brampton
August 13	Event - Humber College Bridging Program Virtual Job Fair	Humber College	Hopin
	Meeting – Webinar planning with Darryl Julott	Digital Main Street	Phone
August 14	Meeting – Back-to-School event planning	Jane-Finch Community Centre	Zoom
	Delivery of back-to-school supplies	Pathways to Education	8 Taber Road, Etobicoke

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Date	Type of Activity	Stakeholder(s)	Location
	Delivery of back-to-school supplies	Youth Without Shelter	6 Warrendale Court, Etobicoke
August 17	Event – Small Business Webinar: Creating an Online Store	Online webinar hosted by Mosaic	Microsoft Teams
August 20	Meeting – Apprenticeship plan/union engagement with Colleen Dignam	Construction Connections	Phone
August 25	Delivery of back-to-school supplies	The Spot Youth Centre	1 Yorkgate Blvd
September 4	Meeting – Union engagement	Operator Engineers	Microsoft Teams
September 9	Meeting – union engagement	LiUNA 183	Microsoft Teams
September 14	Meeting – Community hire touch-base	Rohan Joshi	Microsoft Teams
September 17	Meeting – community engagement	Elvy Morro, TDSB STEP to Construction	Phone
September 22	Meeting – Subcontractor Kickoff	Thermon	Microsoft Teams
September 24	Meeting – community engagement	Jane-Finch Economic Roundtable	Phone
September 25	Meeting – union engagement	Carpenters Union	Phone
September 28	Meeting – jobseeker event planning session	ACCES Employment	Microsoft Teams
September 29	Meeting – Subcontractor Kickoff	Darlington Steel	Microsoft Teams

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