



The Finch West Light Rail Transit Project
Community Benefits and Apprenticeship Plans
2019 End of Year Report



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Introduction

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 (LRT) project



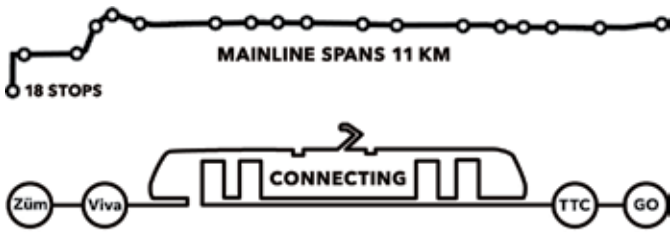
Mosaic is a consortium of three construction companies: AECON, ACS-Dragados and CRH-Dufferin, all of which embrace an ethos that recognizes the value of engaging in capacity-building and investing in the communities in which they work.

Background

At Mosaic, we strive to contribute to the neighbourhoods where we’re building the Finch West LRT project by providing benefits that are designed to support the community. Our community benefits initiatives are based on a Community Benefits Framework, signed in April 2014 by Metrolinx and the Toronto Community Benefits Network (TCBN) to support, where possible, the concept of providing benefits to communities where LRT projects will be built; this includes employment, training, apprenticeship, and local supplier and social procurement opportunities.

In the spirit of the Community Benefits Framework, Mosaic developed a Community Benefits and Liaison Plan and an Apprenticeship Plan. This 2019 End of Year Report highlights our progress and results in providing community engagement, employment, training, and skills development to community members. Our achievements are measured against the objectives set in each plan.

What is the Finch West LRT?





Partnering to Deliver Community Benefits

We're partnering and collaborating with Metrolinx, Infrastructure Ontario, as well as government and community partners to advance a broad spectrum of community benefits initiatives. We coordinate and report on community benefits initiatives at a Community Benefits Working Group, which includes Metrolinx, community groups and government agencies (i.e. Toronto Community Benefits Network, the Ministry of Labour, Training, and Skills Development, United Way Toronto, and the City of Toronto's Employment and Social Services). At the quarterly meetings as well as through regularly check-ins, we share ideas, listen to concerns and work together to provide employment, training, skills development and business opportunities. We collaborate to put processes in place to improve residents' and business owners' access to opportunities on the project. While we build the Finch West LRT system, we will continue this collaborative and integrated approach, leveraging our community partners' understanding and knowledge of the Finch West area to plan and deliver initiatives that best suit the local character.

Design and Construction Update

In 2019, Mosaic Transit Group made significant progress on the project's design and continued with preparatory works (geotechnical investigations, tree and street furniture removals) to prepare the project corridor for construction. Construction started on the maintenance and storage facility and the Highway 400 overpass as well utilities relocation began.

Major construction activities began in 2020 at key areas on the project, including road widening activities, removal and relocation of water and storm water utility pipes, and digging to install large steel piles to support deep excavation around the underground station and the below-grade stop. The most active period for construction on the Finch West LRT project is expected to occur from late 2020 to the end of 2022. As the works increase on the project so too will the number of business and employment opportunities.

Section A: Community Benefits and Liaison Plan

Our Objectives

- 1** 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.
- 2** To plan, organize and implement events/activities to enhance awareness among historically disadvantaged communities, equity seeking groups (H&E) and social enterprises regarding employment, training and workforce opportunities, as well as opportunities for the provision of goods and services.
- 3** To liaise and partner with local workforce agencies and community groups to recruit local workers and identify appropriate social enterprises.
- 4** To support Mosaic's community engagement and apprenticeship plans by sharing project information and creating opportunities to engage with community groups, youth, schools, and community groups where we provide mentorship, skills development and training.





**2019 Stories of Our Community
Benefits Activities**

The following is Mosaic’s approach to, and progress in implementing the Community Benefits and Liaison Plan.



Tamekia Williams, PMP
Office Administrator

“I am an office administrator at Mosaic Transit Group and provide administrative support to the Project Team. I feel proud to be part of Mosaic as it gives me the opportunity to contribute to the change in my community, make a positive impact and leave a legacy for our future generation.”



Justin Canning
Procurement Specialist

“I am glad I applied to work on the Finch West LRT. My experience has been positive from the start. Each day, I work with different job functions and have learned so much. There’s not only a wealth of knowledge in each discipline but so much diversity in the workplace. Our staff come from all over the world and have worked on other projects happening around the globe. I feel fortunate for the opportunity to learn from them all.”

1. Providing Accessible Information and Employment

Mosaic is providing access to information about employment.

In 2019, we hired six full-time staff from the project corridor in professional, administrative and technical (PAT) capacities, including Tamekia Williams, our office administrator. Another three people are working in casual roles; and a NunatuKavut Métis person works in a full-time professional role.

Table 1

Category	Total hires to date
Administrative	1
Professional	4 (2 contracts)
Technical	2
Casual (minute-taker, photographer, videographer)	3

Mosaic promotes and hires PAT positions through its joint-venture companies Aecon, Dragados and Dufferin. Opportunities for employment and training on the project are disseminated to various work-force agencies to publicize to residents within the project corridor. We regularly network with workforce agencies to share information about new openings and we participate in training sessions.

Mosaic also uses available social media channels to publicize employment and free training opportunities at: @mosaictransit.com and, @mosaictransit, and @finchwestlrt.





2. Joining Forces with Local Workforce Agencies

The following is a list of the organizations and community groups which have been instrumental in helping us to disseminate information about employment opportunities on the project.

Table 2

Local Workforce Agencies (City of Toronto or Employment Ontario Centres)	Recipients of Services
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 Ontario Works Benefits or Ontario Disability Support Program
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 Avenue	Local residents; local entrepreneurs
Elspeth 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

3. Organizing Business and Workforce Events

Mosaic is actively engaging with community members to enhance awareness among H&E communities and social enterprises of employment, training and workforce opportunities; we also make them aware of opportunities to provide goods and services. In 2019, we organized five different events to interact with the community and provide information about Mosaic, the Finch West LRT project, as well as business and employment opportunities on the project.

We kicked off 2019 with Mosaic’s first Business and Workforce Expo. We are making staff at Metrolinx, Infrastructure Ontario and Mosaic accessible to local community members and organizations. Held in January, the Business and Workforce Expo was the first Mosaic-led event to inform and engage with stakeholders and the public about opportunities on the Finch West LRT Project. Its purpose was to facilitate face-to-face discussions between Mosaic staff and event partners in a welcoming and informative format. Individuals and businesses looking for employment, procurement or learning opportunities were invited to attend via multiple channels.

Mosaic partnered with several organizations to provide information about training, apprenticeship and skills development, including Toronto Community Benefits Network, ACCES Employment, Construction Connections, Union of Operating Engineers, LiUNA, Social Purchasing Canada, and HR units of Aecon, Dragados and Dufferin.

Attendees also received hands-on training on how to use social media for employment and business purposes.

The event was photographed by two students enrolled in the Digital Program at Humber College. Mosaic now regularly hires one of the recent graduates to take photos and video footage of the project.

Refreshments were sourced by a local restaurant.

More than 140 people registered at the event, while many others by-passed the registration table. Most attendees who completed feedback forms said they were extremely satisfied with the event and found information shared to be extremely helpful.





Other Engagement Activities

Sharing information in the community together with Metrolinx, we organized a series of open houses, bringing the information to where community members naturally congregate.

Community members looking for work met with Mosaic’s staff at Yorkgate mall to discuss our approach to hiring professional, administrative and technical (PAT) positions on the project and whom to contact regarding trades and skilled work opportunities.

We also hosted a resume workshop to help participants prepare resumes specifically for the construction industry. This event was supported by several Employment Ontario agencies and TESS Yorkgate.

We organized a Job Fair in coordination with Employment Ontario Agency at the Rexdale Women’s Centre to meet with local residents and jobseekers interested in working for the project. The Rexdale Women’s Hub assists newcomer women and their families in increasing their involvement in Canadian society. Their events enhance clients’ self-sufficiency and competence by providing essential services and facilitating access to community resources.

1. Supporting Community-Based Businesses and Diversifying our Supply Chain

Since being awarded the contract for the Finch West LRT project, Mosaic has partnered with companies and subcontractors in the Greater Toronto Area (GTA) to deliver various aspects of the project. Further, Mosaic has been providing opportunities to small enterprises along Finch Avenue within the boundaries of Bathurst Street to Highway 427; from Wilson Avenue to Steeles Avenue. We network with these businesses to provide training; and inform them about business opportunities, and how to prepare and respond to procurement opportunities.



In 2019, Mosaic invested almost \$145,000 purchasing goods and supplies from local businesses within the boundaries defined for community benefits above as well as with social enterprises. In support of local and small businesses, Mosaic offered free workshops, and Shop Local advertisements. Its staff participated on a panel at the diversity Inclusion Now Conference at Ryerson University to discuss procurement with small business owners. These initiatives educated owners on how to position a business for maximum exposure and how to do digital marketing.

2. Local Advertisements and Promotions

When advertising to promote business expos, open houses, and workshops, Mosaic uses print, digital and grassroots methods to inform and engage the public of community benefits initiatives. Below is a list of local community newspapers where ads were purchased to disseminate information about multiple events and support local businesses.

- Daily Commercial News (construction specific)
- Downsview Advocate
- Emery Village Voice
- Etobicoke Guardian
- Metro Toronto
- North York Mirror
- Share Magazine (ethnic media)

We also promote using the network of our partners, such as:

- Buy Social Canada
- DUKE Heights BIA
- Emery Village BIA
- Metrolinx Twitter platform
- Toronto Community Benefits Network
- United Way Greater Toronto





3. Supporting Community Engagement

We're committed to engaging with residents and businesses living in the neighbourhoods along the Finch West LRT line. In our first year, we worked with Metrolinx and Infrastructure Ontario to invest time and labour in the community. Through a range of activities, we began to develop relationships with local community groups, working side-by-side to volunteer, mentor and to give-back.

Youth Engagement

Mosaic's youth-focused community benefits initiatives provide participants with educational resources, mentorship experiences and tips for safely navigating their neighbourhood when walking, biking or rollerblading. Here are examples of the 2019 programs:

Helping Finch West Students Succeed

Recognizing that students are more likely to engage and to succeed in school if they have the resources they need, members of the project donated notebooks, pencil cases, folders, binders and backpacks.

Take Our Kids to Work Day

A group of students from Westview Centennial Secondary School met with the Finch West LRT team and experienced a day-in-the-life on the Finch West LRT project.

More than 20 students spent the first part of the day working at Metrolinx's Toronto West Community Office and second half with Mosaic's design and technical teams learning about the design and technical aspects of the project.

Transit in Your Community

In support of Metrolinx's Transit in Your City program and in support of the Apprenticeship Plan, Mosaic is developing relationships with the Toronto District School Board and the Toronto Catholic District School Board to engage with young people in the Ontario Youth Apprenticeship Program (OYAP). In addition to discussing the project and the importance of having reliable transit systems, we discuss pedestrian safety in the community.

For example, through the Walk, Bike, Roll Safely program, we partner with Metrolinx and the Toronto Police Service to show students how to keep safe while travelling to and from school and near work sites.

Further community engagement

Together with Metrolinx and Infrastructure Ontario, we have made a special effort to be available to local community organizations for community improvement and volunteer initiatives, including:

Engaging kids during the March Break

Mosaic partnered with Metrolinx and local public libraries to offer an interactive presentation and arts activity to engage elementary school children about the LRT project. Using a 3D-presentation, the Finch West LRT team informed students about how we're going to build the LRT line, then worked with them to build tracks, trains and other components of the project using recyclable materials. The fun event was well-received by parents and students – and staff too!

Based on the positive feedback and interest in the Building My Finch West LRT presentation, Mosaic and Metrolinx are working to develop a video to share the information with the general public.

Earth Week Activity

To commemorate Earth Week, 40 members of the Finch West LRT teams from Metrolinx, Infrastructure Ontario and Mosaic volunteered to weed, prepare garden beds and plant seeds at the Black Creek Community Farm.

Building it Forward with Youth Without Shelter

Staff from Mosaic Transit Group, Infrastructure Ontario and Metrolinx donated food, clothes and time to Youth Without Shelter (YWS), a charity organization in the Finch West community. Staff volunteered to prepare and serve dinner and breakfast to almost 100 youth who live at the shelter or who dropped by for a hot meal. Other volunteers from the project helped sort gifts.



2019

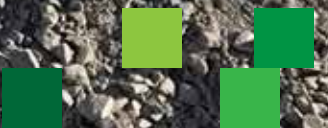
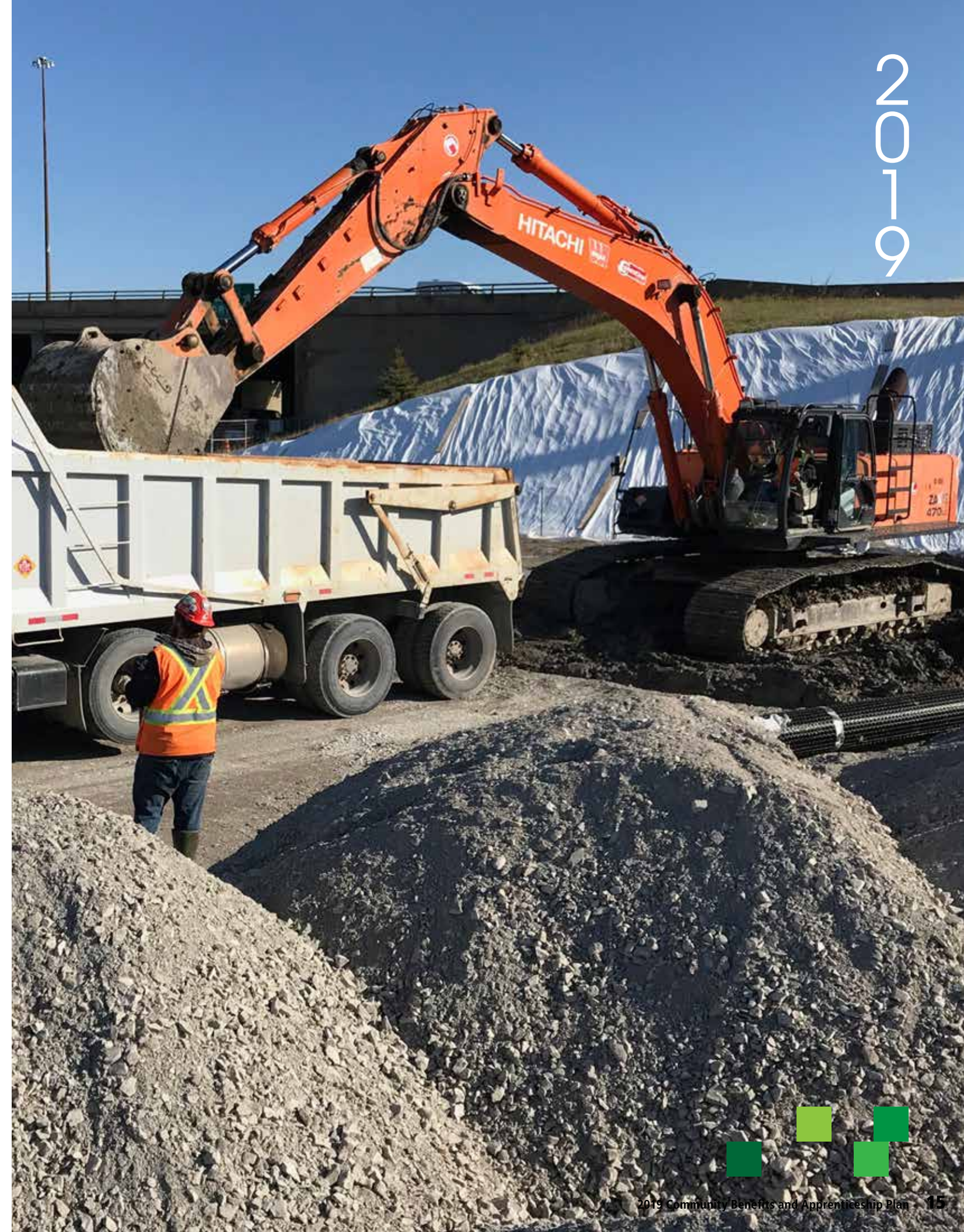


Section B: The Apprenticeship Plan

An Apprenticeship Declaration is included in the Finch West LRT project agreement. A Community Benefits working group has been established on the project. Its members include: Metrolinx, Infrastructure Ontario, Toronto Community Benefits Network, Ministry of Labour, Training and Skills Development, as well as United Way Toronto. These organizations have established relationships and resources in place in the neighbourhoods where we're building the project and their involvement is essential to for the successful delivery of the Apprenticeship Plan.

Our Objectives

- 1** Maximize the number of apprenticeships for the trades required to construct the Finch West LRT system:
 - Create well paying, skilled jobs that provide strong future employment potential
 - Meet the labour needs of Mosaic and its subcontractors
- 2** Contribute to a coordinated, streamlined process for those from H&E communities entering the construction trades by promoting the use of existing trade union training programs and Construction Connections.
- 3** Facilitate communication and coordination, as well as build relationships among the Toronto Community Benefits Network and its affiliated groups, trade unions, the Ministry of Training, Colleges and Universities (now called Ministry of Labour, Training and Skills Development), City of Toronto Employment and Social Services, the United Way Toronto and other social and employment service providers.
- 4** Track, evaluate and annually report on Apprenticeship Plan results, including the number of apprentices who are employed on the Finch West LRT project, as well as those who started their apprenticeship program on the project.





Dima Mayassi
Design Coordinator

"I am a Civil Engineering Co-op student from McMaster University. Mosaic has equipped me with knowledge and skills with regards to civil engineering that you don't learn in school. The people at Mosaic is what makes my experience the best. Despite my experience level, they take the time to teach me any concept I may not understand and are always willing to help. Thank you to the people at Mosaic for treating me like a valuable member of the team. I am beyond grateful to have spent my Co-op here."

2019 Initiative

The following outlines Mosaic's approach to, and progress in, meeting the Apprenticeship Plan's objectives.

1 Establishing processes to maximize the number of apprenticeships for the trades

Since being awarded the contract to deliver the Finch West LRT project, Mosaic has been establishing processes to support efforts to maximize the number of apprentices for the trade and create opportunities for skills development and training on the project.

- Mosaic is subcontracting most works on the project. To support the hiring of apprentices and journeypersons, in bid documents to subcontractors, Mosaic includes the requirement for them to aspire to offer employment, training and apprenticeship opportunities to H&E communities including purchasing goods and services from local suppliers and social enterprises.
- In 2019, Mosaic met and negotiated labour agreements for the project with various unions, reaching agreement in November 2019 through a separate legal entity with several local unions (i.e., LIUNA Local 183, Operating Engineering 793, Labourers Local 506, and Local 27 Carpenters). The labour agreements cover participation on the project by skilled construction trades and require the unions to support Mosaic's efforts in hiring apprentices from the local and H&E communities. This agreement will facilitate communication and coordination amongst the trade unions and subcontractors on the project.

Skills Development Opportunities

Mosaic is making efforts to provide skills development and training to youth interested in working in a professional or technical capacity in the construction sector. In 2019, six co-op students were hired to work on the LRT project, of which 50% were women. In mid-2020, Mosaic expects to have four co-op openings and has set a target to hire at least two co-op students from a community on the project alignment or from a local or H&E community.

Most of the trades, apprentices and union journeypersons on the project will be hired by subcontractors. To further strengthen its ability to provide employment and training to community members, Mosaic will work with its partners to identify co-op and job shadowing opportunities available through its partner companies.

Mosaic uses the Government of Ontario's definition of an apprentice, found in Appendix A.

2 Streamlining the process for those entering the trades

Members of the Community Benefits Working Group meet quarterly to report on their organization's progress in providing skills development, training and apprenticeship opportunities to community members. They also identify opportunities to streamline the process for those from local and H&E communities to enter the trades. In late 2019, the Toronto Employment and Social Services established an office in the Yorkgate Mall, located on Finch Avenue at Jane Street, to improve community members' access to Construction Connections, an organization specializing in getting people ready to participate in apprenticeship opportunities on the project. The Construction Connection Program is available on Tuesday morning.

3 Communicating and coordinating to improve access to training

Opportunities for trades involvement on the project will increase during the most active period for construction. This period is expected to occur from late 2020 to the end of 2022.

This means that opportunities to maximize apprentices will occur during the latter half of the project.



Sarah Matti
4th year Civil Engineering Student
Ryerson University

"Being a part of Mosaic Transit Team has given me the opportunity to apply theoretical concepts to a major project taking place in the city. This experience has also contributed to my professional development by encouraging me to exercise my collaboration, communication and critical thinking skills amongst my colleagues. Working at Mosaic has allowed me to witness and participate in various operations to progress a large-scale project. Most importantly, I've learned to appreciate the pivotal roles carried out by each member of the team that will ultimately contribute to the highly anticipated completion of the Finch West LRT."





As part of our efforts to provide apprenticeship training on the project, we are working to improve communication with organizations like Construction Connections to enable them to plan ahead and coordinate job-ready training for people from the community interested in working in the trades. Mosaic will share a list of the types of apprentices by trade with Construction Connections, Toronto Community Benefits Network and other workforce organizations on a regular basis. We will also connect with them regularly to receive updated lists of ready-to-hire people to share with our subcontractors.

Finch West LRT 2020 Apprenticeship Opportunities by Trade

In the first half of 2020, Mosaic plans to issue tender packages for several planned works to construct the Finch West LRT system. (See list below).

Table 3

Opportunities by Trades
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

Sharing hiring responsibilities with subcontractors

Mosaic shares information and contacts with subcontractors to support their efforts to deliver apprenticeship requirements. Many subcontractors already work with unions and employment service providers to employ apprentices and are aware of and/or fund apprenticeship and pre-apprenticeship plans.

4. Tracking, evaluating and reporting on the Apprenticeship Plan

Subcontractors who are contractually required to provide apprenticeship training will also be required to report quarterly to Mosaic on the number and types of apprentices working on project sites. Mosaic will have the right to audit this information and to conduct site visits.

Mosaic will report annually on the number and types of apprentices working on the project. This is the first such report on the Apprenticeship Plan.

Moving Forward

As we head into Year Two of the Apprenticeship Plan, we will work closely with internal staff and subcontractors to identify, coordinate, collaborate and communicate opportunities for apprentices and journeypersons on the project. Mosaic will continue to work closely with Metrolinx, Infrastructure Ontario and community organizations to deliver the Apprenticeship Plan and to increase the access of the Finch West community to information regarding employment, business and training opportunities.



2019





Appendix A:

Table 4: Apprentice Terminology

Apprentice	Description
Apprenticeship	A trainee in a trade who holds a registered training agreement with the Ministry of Training, Colleges and Universities.
Certificate of Apprenticeship	The certificate issued to an apprentice upon completion of their program of training.
Journeyperson Candidate	An individual who has completed the Certificate of Apprenticeship in a trade but has yet to take the Certificate of Qualification exam.
Journeyperson	An individual who has met all the requirements to practice in their trade, such as holding a Certificate of Qualification.
Apprenticeship Level	The level of schooling the apprentice has completed at a recognized college or other training delivery agent.

Source: Final Report on OCWI's Shared Apprenticeship Model, March 31, 2019; Ontario Centre for Workforce Innovation

Appendix B: Glossary of Terms

Appendix B: Glossary of Terms

Equity Seeking Groups - In this context includes women, individuals who are members of visible minority groups (racialized groups), Aboriginal Peoples, persons with disabilities, and individuals of non-heterosexual orientation or non-cisgender identity.

Historically Disadvantaged Communities - In this context refers to groups that have been historically excluded or marginalized from the processes and decisions that affect them. This includes low-income local residents, racialized and immigrant populations, and military veterans. Often combined with Equity Seeking Groups and referred to as H&E Communities.

Local Business - Business enterprises located along and around Finch Avenue West, from Steeles Avenue to Wilson Avenue; and from Bathurst Street to Highway 427.

Neighbourhood Improvement Areas (NIAs) - In March 2014, the City of Toronto, through the Toronto Strong Neighbourhoods Strategy 2020, identified 31 neighbourhoods as falling below the Neighbourhood Equity Score and requiring special attention; these neighbourhoods have been termed Neighbourhood Improvement Areas or NIAs.

Social Enterprise - An organization that applies commercial strategies to maximize improvements in human and/or environmental well-being. This includes maximizing stakeholder value over shareholder value.





For more information:

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