


MTC-000-COM-PLN-00002	Community Benefits and Liaison Plan	
Revision No. 01B	Owner: Paulette den Elzen	Finch West LRT

# The Finch West Light Rail Transit (LRT) Project

## Works Submittal: Community Benefits and Liaison Plan

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MTC-000-COM-PLN-00002	Community Benefits and Liaison Plan	
Revision No. 01B	Owner: Paulette den Elzen	Finch West LRT


### Revision Index

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MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

## Table of Contents

1.0 Introduction.....	3
2.0 Background .....	4
3.0 Finch West LRT Community Benefits and Liaison Program .....	5
3.1 Guiding Principles .....	5
3.2 Governing Protocols and Complementary Plans.....	5
4.0 Goal .....	6
5.0 Objectives .....	6
6.0 Strategic Approach .....	6
6.1 Strategies .....	6
7.0 Stakeholders.....	7
7.1 Community Benefits Working Group .....	7
8.0 MTG's Approach to Enhancing Community Awareness of Employment Opportunities.....	9
8.1 Establish and foster partnerships .....	9
8.2 Leverage Community Service Agencies and Local Champions.....	9
8.3 Support local businesses and youth facing barriers to employment.....	10
8.4 Map employment, youth, and newcomer settlement agencies .....	10
8.5 Ensure Clear Commitments and Accountability .....	11
8.6 Conduct Media Relations .....	11
9.0 Liaising and partnering with workforce agencies .....	12
9.1 Employment, Training and Workforce Development.....	12
10.0 Supporting MTG Apprenticeship Plan .....	13
10.1 Partnering with Construction Connections.....	13
11.0 Working with Local Employment Agencies.....	13
• Self-directed: .....	14
• Agency referral: .....	14
Agency recommendation: .....	14
12.0 Skills Development Workshops with Local Agencies.....	14
13.0 Employment Program.....	15
14.0 MTG School Program.....	15
14.1 Ontario Youth Apprenticeship Program.....	16
15.0 Disseminating information about goods and services .....	16

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

15.1 Support of Social Enterprises and Social Procurement .....	16
15.2 Partnership with Buy Social Canada .....	17
15.3 MTG Business Opportunities and Information Sessions .....	18
15.4 Establish policies and processes to support social and local procurement .....	18
• Agreements with Subcontractors:.....	18
• Community Benefits and Apprenticeship Opportunities: .....	19
• MTG Purchase Requisition: .....	19
• MTG Staff Orientation:.....	19
16.0 Approach to Community Improvements .....	19
16.1 MTG in the Community .....	20
16.2 Community Artwork .....	20
16.3 MTG's Community Engagement.....	20
17.0 MTG's Community Benefits Team .....	21
17.1 Alignment across MTG's Communications.....	24
18.0 Community Benefits Program – Work Plan .....	24
19.0 Tracking and Monitoring .....	24

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

## 1.0 Introduction

Following a competitive process, Mosaic Transit Group (MTG) was selected by Metrolinx and Infrastructure Ontario (IO) to design, build, finance, and maintain the Finch West Light Rail Transit (LRT) Project (Finch West LRT).

The LRT route will run approximately 11 kilometres along Finch Avenue West, from Humber College (Highway 27) in the west to the new Finch West Subway Station in the east (at Keele Street). The 18-stop LRT will have a below grade terminus at Humber College, 16 above ground stops, and an underground interchange station at the TTC's Finch West Subway Station. It will also have a maintenance and storage facility for storing and maintaining LRT vehicles. The Finch West LRT system will be integrated with existing infrastructure, transit systems and utilities. Preliminary investigative activities (early works) will begin in Summer 2018. Construction is expected to begin in Spring 2019 and revenue service will begin in 2023.

The Finch West LRT represents a capital investment of \$1.4 billion (2018 dollars) 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 integrate 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.


This major infrastructure investment will provide benefits for the communities along the Project corridor including employment, training, apprenticeship, local supplier, and social procurement opportunities.

Metrolinx and Infrastructure Ontario (IO) have made community benefits a part of the Project Agreement (PA). Community Benefits mean ensuring the local communities and historically disadvantaged and equity seeking groups directly benefit from the province's investment.

As part of MTG's deliverables, it must submit a Community Benefits and Liaison Plan (the Plan) to Metrolinx and IO for review and approval. The Plan shall set out MTG's approach to liaising with communities impacted by the Works and enhancing community awareness of opportunities for employment, as well as provision of goods and services.

The PA also requires that MTG's Plan include:

1. A description of MTG's planned initiatives to enhance community awareness of employment opportunities that are available as a result of the Finch West LRT Project;
2. A description of MTG's plans to liaise with local workforce agencies;
3. A description of MTG's planned events to disseminate information about employment opportunities that are available to local workforces;

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

4. A description of MTG's plans to disseminate information about goods and services that will be required for the Project from the community near the Project and supplier opportunities that exist; and
5. The identification of MTG's liaison person whose role it will be to liaise with local community groups during the Works.

The Plan will include initiatives to support three separate streams: Employment, Training and Workforce Development, Social Enterprise and Local Procurement, and Community Improvements. With regards to Professional, Technical and Administrative roles, MTG will work with community groups to identify individuals from the local community and region to support the hiring of internationally trained professional by identifying those with relevant background and international experience to interview for opened positions. MTG will develop an Apprenticeship Plan to support apprenticeship training.

MTG will partner with local workforce and community agencies to support Metrolinx's Community Benefits Framework and to implement the approved Plan and report quarterly to Metrolinx on the success of the Community Benefits and Liaison Plan.


## 2.0 Background

In April 2014, Metrolinx established a Community Benefit Framework and committed to include a community benefits program for the Toronto Transit Projects (defined as the LRT projects planned for Finch, Sheppard and Eglinton Avenues).

A Community Benefits Framework was signed by Metrolinx and the Toronto Community Benefits Network (TCBN) to support the concept of providing benefits to the communities where LRT projects will be built, including employment, training, apprenticeship, local supplier and social procurement opportunities, where possible.

The Eglinton Crosstown LRT was Ontario's first large-scale infrastructure project where the developer (Crosslinx Transit Solutions) was contractually required to support the Community Benefits Framework. While Aecon and ACS are partners of Crosslinx Transit Group consortium, it is important to emphasize that Crosslinx Transit Group is not the same company as the Mosaic Transit Group. They are separate companies with different governing boards. As both companies are signatories to LRT contracts with a requirement to support the Community Benefits Framework, the MTG team will apply applicable lessons learned from the Eglinton Crosstown LRT project to the Finch West LRT project. However, some strategies used to achieve community benefits initiatives on the Finch West LRT may be different than those being used on the Eglinton Crosstown LRT.

*Bill 6: Infrastructure for Jobs and Prosperity Act, 2015*, was introduced by the Province of Ontario shortly after the Community Benefits Framework was signed. The Act establishes

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

mechanisms to encourage principled, evidence-based and strategic long-term infrastructure planning that supports job creation and training opportunities, economic growth and protection of the environment, and incorporates design excellence into infrastructure planning. Section 9.4 of Bill 6 includes the requirement that certain bidders involved in the procurement process of the construction or maintenance of an infrastructure asset makes a commitment to the government of its use of apprentices, provides an apprenticeship plan for the construction or maintenance of an infrastructure asset, or both. The language contained within that section of the bill is reflected in the project agreement between MTG and Metrolinx/IO.

### 3.0 Finch West LRT Community Benefits and Liaison Program

MTG recognizes that public infrastructure planning and investments should promote economic competitiveness, productivity, job creation and training opportunities, as well as local supplier and social procurement opportunities in local communities, where possible.

#### 3.1 Guiding Principles


The implementation of MTG's Community Benefits and Liaison Plan will be grounded in these four guiding principles set out in the Community Benefits Framework:

- **Inclusive:** offering a range of employment, training and apprenticeship opportunities for historically disadvantaged communities and equity seeking groups, as well as encouraging the provision of goods and services from local suppliers and social enterprises;
- **Accessible:** ensuring that information about employment, training, apprenticeship, and procurement opportunities are made readily available to residents, businesses and social enterprises;
- **Transparent:** making the community benefits plan in the final agreement with Mosaic Transit Group ("Project Co" or "MTG") public and publishing quarterly reports on progress; and
- **Collaborative:** by working together with community, labour, business, government and other stakeholders to share information, resources and learnings to maximize the impact of the program.

#### 3.2 Governing Protocols and Complementary Plans

In addition to this Community Benefits and Liaison Plan, several other complementary plans also form part of MTG's deliverables on the Project, including the:

- Communications Protocol
- Construction Communications Plan

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

- Apprenticeship Plan
- Community Engagement and Stakeholder Relations Plan

## 4.0 Goal

To provide tangible social and economic opportunities to communities, residents, businesses, and industries within the Project corridor, including the nine affected Neighbourhood Improvement Areas, as well as the Greater Toronto and Hamilton Area.

## 5.0 Objectives

- To provide accessible information to historically disadvantaged communities and equity seeking groups (in particular those in the nine NIAs adjacent to the Project corridor) about employment opportunities on the Finch West LRT.
- To plan, organize and implement events/activities to enhance historically disadvantaged communities, equity seeking groups, and social enterprises' awareness of employment, training and workforce opportunities as well as opportunities for the provision of goods and services.
- To liaise and partner with local workforce agency and community groups to recruit local workers and identify appropriate social enterprises.
- To report quarterly to Metrolinx to demonstrate the progress and success of the Community Benefits and Liaison Plan.


## 6.0 Strategic Approach

Throughout the design and construction period, MTG's community benefit staff will build relationships with and collaborate with community benefit partners, community groups and workforce development groups interested and involved in community benefits.

### 6.1 Strategies

The following strategies will be applied to meet the Community Benefits objectives:

- Support, collaborate and coordinate community benefits initiatives with Metrolinx/IO, the TCBN, Ministry of Training, Colleges and Universities, and the United Way Greater Toronto.
- Collaborate and coordinate with MTG's functional divisions to identify, plan and execute community benefits initiatives.
- In collaboration with Metrolinx, participate in Community Benefits Working Group (CBWG) meetings, briefings and conference calls, public meetings and events, to support the development of joint-initiatives, community engagement materials and events.
- Leverage the expertise and capacity provided by Metrolinx, the TCBN, the Ontario Ministry of Training, Colleges and Universities, and the United Way Greater Toronto.

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

- Support the hiring of internationally trained professionals, and others facing barriers to employment such as qualified women, urban Aboriginals, at-risk youth, racialized people, veterans, residents of neighbourhood improvement areas by offering Professional, Administrative and Technical positions.
- Partner with existing workforce development and training networks and services for recruitment and training purposes.
- Be a good neighbour and encourage workers to patronize local business to help offset any losses due to construction.
- Participate in community events and festivals to build and sustain community relationships.
- Manage the expectations of community benefits partners and community members of what MTG can and cannot do.

Through our programs and initiatives MTG will seek to create a model of success for future organizations involved in this important work. Programs, evaluations, and associated materials will be made available to Metrolinx for future use.

## 7.0 Stakeholders


The following section outlines a high-level approach by stakeholder group, which will be further developed within proposed Community Benefits initiatives.

### 7.1 Community Benefits Working Group


A Community Benefits Working Group (CBWG) will be established and will include: Metrolinx, TCBN, United Way of Greater Toronto, and MTG. The CBWG will meet quarterly. At the CBWG, MTG staff will provide updates on the implementation of the Community Benefits and Liaison Plan. Metrolinx and the other members of the CBWG will also provide updates on Community Benefits initiatives that they are working on. Members of the CBWG will look for opportunities to liaise and coordinate community benefits activities. They will also discuss activities and lessons learned as well provide support to MTG to carry out initiatives.

A list of key stakeholders that Metrolinx and MTG will partner with to deliver the Community Benefits Framework on the Finch West LRT include:

Stakeholders	Level of Participation
Toronto Community Benefits Network (TCBN)	<p>A member of the Community Benefits Working Group</p> <ul style="list-style-type: none"> <li>• With MTCU, assists with outreach to recruitment of prospective apprentices and employees; provide training and mentorship for prospective apprentices and employees</li> <li>• Develops and retains a registry of social enterprises in the City of Toronto to be</li> </ul>

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

	<p>shared with MTG to procure goods and services from social enterprises</p> <ul style="list-style-type: none"> <li>• Support events and initiatives to disseminate information about employment, training apprentices, and business opportunities on the Finch West LRT project</li> <li>• Act as a resource for community information and feedback to Metrolinx on an ongoing basis.</li> </ul> <p>MTG will leverage TCBN networks and resources and will also work with TCBN to refine its program evaluation and reporting.</p>
The United Way Greater Toronto	<p>A member of the Community Benefits Working Group, the leadership and partnership of the United Way Greater Toronto will be sought across all MTG Community Benefits initiatives. It plays a critical role in bringing public and private sector, as well as trade unions together to identify a unified trade apprenticeship pipeline. MTG will leverage marquee initiatives of the United Way such as CareerNavigator and the Social Purchasing Project to deliver initiatives as part of MTG's' Community Benefits Plan.</p>
Employment Ontario Agencies	<p>Employment Ontario is a network of local workforce agencies providing job placement, training and skills development support in local communities throughout the Province of Ontario. Employment Ontario offices will be a source of candidate referral for MTG employment opportunities as well as partners for MTG training and skills development initiatives.</p>
The Consortium of Agencies Serving Internationally-trained Persons (CASIP)	<p>The Consortium of Agencies Serving Internationally-trained Persons (CASIP) is also supported through Employment Ontario offices and will support MTG' candidate referral pipeline and training workshops.</p>
City of Toronto – Employment and Social Services	<p>City of Toronto Employment and Social Services serves a network of over 16,000 job seekers in the City of Toronto. Employment and Social Services will be critical partners to MTG's Community Benefits initiatives as a</p>

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

	source of candidate referral for MTG employment opportunities as well as partners for MTG training and skills development initiatives and the promotion of the MTG Community Benefits program.
Local Community Service Agencies	Include organizations that provide support, training, settlement services for youth, historically disadvantaged groups, community health, seniors, and newcomers in the nine targeted NIAs. MTG will work with Metrolinx, the TCBN and the United Way to map applicable Local Community Service Agencies. MTG will leverage their services for its community benefits initiatives, source of candidate referral, partners in MTG's training and skills development initiatives, as well as partners for other marquee initiatives such as: employment, community activities and community artwork.

## 8.0 MTG's Approach to Enhancing Community Awareness of Employment Opportunities


### 8.1 Establish and foster partnerships

To conduct outreach, assess and identify potential candidates, hire qualified applicants and track those benefiting from the Project, MTG will foster partnerships with the following:

- Metrolinx, as the owner of the Project;
- MTG sub-contractors and their affiliated subcontractors;
- The Ministry of Training, Colleges and Universities (MTCU) to help coordinate and distribute workforce training and apprentices, as well as employment opportunities;
- The TCBN, consisting of community and labour groups, who will assist with outreach and recruitment of potential apprentices and employees, supporting Community Benefits events and initiatives, as well as acting as a resource;
- The Toronto Enterprise Fund, at the United Way Greater Toronto will retain a social enterprises registry; AND
- The United Way Greater Toronto to provide resources and services to support Community Benefits events and initiatives, such as those noted above.

### 8.2 Leverage Community Service Agencies and Local Champions

MTG will support, where appropriate, ongoing initiatives to improve and refine Metrolinx's Community Benefits Framework. MTG will explore opportunities to work with community

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

groups operating in the nine NIAs as they have knowledge and experience in providing information to local community members.

MTG will also ensure that specific programs and initiatives that are in the Community Benefits and Liaison Plan are delivered in partnership with local workforce agencies and community organizations. Through partnerships, MTG will expand its ability to inform local residents of jobs, training and workforce opportunities on the Project.

### 8.3 Support local businesses and youth facing barriers to employment

MTG will seek to maximize procurement and business opportunities to businesses located along the Finch West corridor, as well with social enterprises and local businesses throughout the Greater Toronto and Hamilton Area. MTG will ensure that training and workforce development initiatives focus and consider youth facing barriers to employment. MTG will promote these opportunities on its Project website and collaborate with Metrolinx and IO to include in public communications materials, where appropriate.

### 8.4 Map employment, youth, and newcomer settlement agencies


#### Neighbourhood Improvement Areas (NIAs)

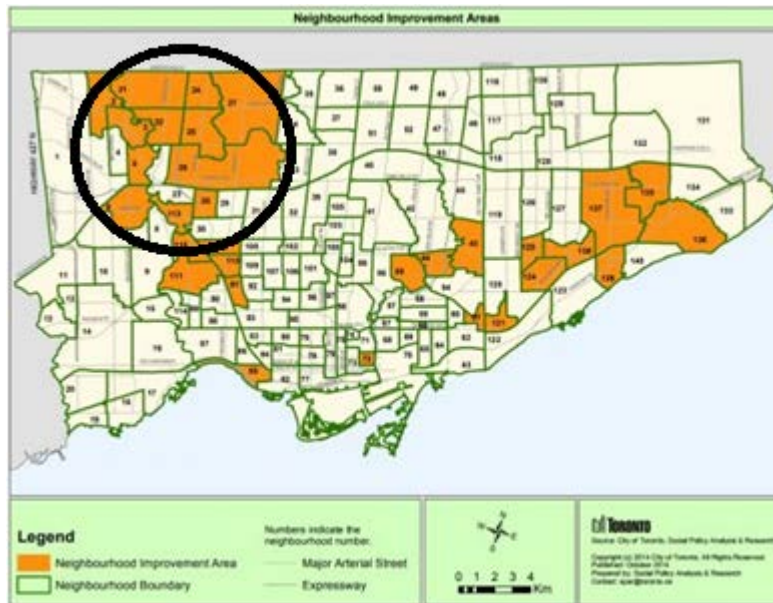
The City of Toronto has 31 neighbourhoods that are designated as Neighbourhood Improvement Areas (NIAs) - neighbourhoods falling below the Neighbourhood Equity Score and requiring special attention. Almost one-third (nine) of those neighbourhoods are clustered together along the Finch West Project corridor (see Figure 1), including:

- Mount Olive-Silverstone-Jamestown
- Thistletown-Beaumont Heights
- Elms-Old Rexdale
- Humber Summit
- Humbermede
- Black Creek
- Glenfield-Jane Heights
- Downsview-Roding-CFB
- York University Heights

MTG will work with Metrolinx, the TCBN, United Way Greater Toronto, and other stakeholders to identify and map employment, youth, and newcomer settlement agencies in the communities where the Project is being built. That exercise will support MTG's Community Benefits staff to identify the appropriate organizations to partner with to raise awareness in the community of community benefits initiatives.

*Figure 1.: Neighbourhood Improvement Areas along Finch Avenue West LRT Corridor*

MTC-000-COM-PLN-00002	Community Benefits and Liaison Plan	
Revision No. 01B	Owner: Paulette den Elzen	Finch West LRT



Except for a small section, most of the neighbourhoods within the Project corridor are classified as NIAs (see NIA map).

## 8.5 Ensure Clear Commitments and Accountability


MTG's Community Benefits and Liaison Plan includes clear objectives; its progress will be reported on quarterly to Metrolinx and IO; and MTG will make sub-contractors accountable for hiring local people and apprentices, where appropriate and in compliance with union and labour agreements.

## 8.6 Conduct Media Relations

MTG expects heightened media and stakeholder interests in the Community Benefits program and anticipates there will be requests for both Metrolinx and MTG to demonstrate the effectiveness of the Community Benefits Framework on the Finch West LRT infrastructure project.

MTG will be respectful of the Project's Communications Protocol, whereby MTG is in a support media relations role regardless of the subject matter/issue. MTG will provide information related to Community Benefits stats and appropriate resources to respond quickly to Metrolinx and IO's request for assistance on related media inquiries. Where reasonable, MTG will support media tours and events when requested.

In collaboration with Metrolinx, MTG's communications team will develop media outreach strategies to tell the community benefits story of the Finch West LRT Project. For example, MTG may identify potential story angles to share positive outcomes and personal interest stories resulting from Community Benefits initiatives. Alternatively, with Metrolinx's approval, MTG

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

may provide information to local, community based, and ethnic media about community benefits initiatives and activities. MTG will coordinate media relations for Community Benefits initiatives in close collaboration with Metrolinx and the TCBN, where appropriate. Where applicable, MTG will collaborate with Metrolinx to develop tools suitable for a Media Relations Digital Tool Kit, for use on Metrolinx and IO's News and Media section of their website(s).

## 9.0 Liaising and partnering with workforce agencies


MTG is committed to working with local workforce agencies to develop meaningful initiatives that enhance employment opportunities for at-risk youth, historically disadvantaged groups in local communities and the Greater Toronto Area including low-income, racialized and immigrant populations, and military veterans. Efforts to reach out and engage with local workforce agencies will be ongoing to ensure as many partners as possible are aware of MTG's employment opportunities.

MTG's approach to liaising and partnering with workforce agencies will be refined in close collaboration with the CBWG and local support agencies.

### 9.1 Employment, Training and Workforce Development

By liaising with local neighbourhood workforce development networks, MTG will seek to create linkages and better understand the grassroots systems that can contribute to training and workforce development programs that can enable economic inclusion.

Effectively connecting communities and youth facing barriers to employment, apprenticeship and/or employment opportunities on the Finch West LRT project is key to the success of the Community Benefits and Liaison Plan. Through partnerships with local workforce agencies, TCBN and community agencies, MTG aims to build on programs that are already working in the Finch West corridor (such as United Way Greater Toronto, Atkinson and programs funded by the City of Toronto) to provide opportunities for sharing information as well as providing training and employment opportunities. For example, as part of the Finch West LRT Business and Workforce Expo that was held on January 16, 2019, MTG built in a free social media training session to offer community residents looking for employment instructions on how to use resources such as LinkedIn to become discoverable to employers. Small business owners also received training on using social media to promote their businesses. On a case-by-case basis, MTG will identify opportunities to either partner with local community groups to provide training program or to integrate and coordinate skills development and training opportunities in applicable events. MTG's staff will also support Metrolinx's effort to provide training and marketing support to small businesses along the project corridor.

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

## 10.0 Supporting MTG Apprenticeship Plan

The MTG Community Benefits and Liaison Plan supports the objectives of the MTG Apprenticeship Plan. During implementation of both plans, MTG will coordinate and integrate initiatives, where appropriate.

MTG's Apprenticeship Plan will focus on three separate streams: Subcontractors, MTG Construction, and MTG Professional, Administrative, and Technical roles. The subcontractors and construction streams are outlined within the MTG Apprenticeship Plan and will be supported through various Community Benefits initiatives and by leveraging partnerships with local workforce agencies to promote apprenticeship opportunities. MTG's Community Benefits Specialist will work closely with colleagues in MTG's Human Resources (HR), and Procurement divisions to track and record efforts related to the MTG Apprenticeship Plan.

MTG recognizes that there is currently no single apprenticeship pathway for the construction industry and this presents a barrier to success. The varied nature of apprenticeship programs within respective trades adds complexity to delivering and tracking a unified strategy. The Construction Connections Program described below is addressing some of the challenges mentioned above.

### 10.1 Partnering with Construction Connections


In 2016, Construction Connections was established by the City of Toronto and the Province of Ontario, creating a one-stop shop for workforce development and employment services for job seekers and employers in Toronto. It connects job seekers who need the most help to training and jobs on infrastructure projects, such as the Finch West LRT. MTG will partner with Construction Connections to assess and identify suitable candidates for employment, training and pre-apprenticeship/apprenticeship opportunities on the Project.

## 11.0 Working with Local Employment Agencies

MTG will use a variety of methods across the Project to partner with and inform local employment agencies of MTG employment opportunities and initiatives. It will conduct outreach to existing employment networks including TCBN member agencies, City of Toronto Employment and Social Services, Employment Ontario agencies, and Consortium of Agencies Serving Internationally-trained Persons.

MTG's Community Benefits Specialist will attend regular planning and coordination meetings of these agencies to build relationships and provide quarterly updates on employment opportunities on the Project. MTG's approach will depend on the nature and capacity of the respective agency to support a pipeline for candidate referrals.

MTG's Community Benefits Specialist will work with appropriate sub-contractors on the Project to identify employment/training opportunities. Then, MTG's Community Benefits

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

Specialist will work with individual employment agencies to identify appropriate candidate pools for relevant positions. MTG will work with its sub-contractors to provide a quarter by quarter view of employment needs by functional areas to local workforce agencies, allowing them to identify potential candidates for the roles, at their own determination; they may simply refer a candidate to MTG, or make a recommendation.

MTG will use these three main channels to direct and track applicants from local workforce agencies:


- **Self-directed:** Someone attends an event or engagement delivered by MTG or a local workforce agency and hears about employment opportunities available on the Project. A candidate may apply directly to one of MTG's partner companies. Job openings on the Finch West LRT are advertised at [www.mosaictransit.com](http://www.mosaictransit.com)
- **Agency referral:** An existing client of a local workforce agency is referred to MTG portal as a potential source of employment opportunities. Minimum screening is done by the agency and the candidate is not currently matched with a specific opening on the Project. Candidate applies directly to one of MTG's partner companies' online portals.
- **Agency recommendation:** An example -- An existing client of a local workforce agency is strongly suited to a current opening at MTG. The client has been screened by the agency and meets the skills requirements of the role. Candidate applies on one of MTG's partner companies' online portal. Agency representative sends candidate application with recommendation in accordance to agreement with HR recruiters for MTG. Candidates recommended by an agency and submitted through that email will be reviewed and screened by a HR representative for MTG and/or sub-contractor for the role, and MTG or the appropriate sub-contractor will commit to providing individual feedback to the agency and the candidate.

The numbers of candidates hired through that process and those successful in receiving offers of employment will be reported on a quarterly basis to Metrolinx/IO.

## 12.0 Skills Development Workshops with Local Agencies

MTG will partner with local employment agencies to increase awareness of job opportunities on the Project and to develop and support skills workshops.

MTG's subject matter experts from its functional areas (i.e. HR, Communications) will assist where applicable with skills workshops.

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

Workshops will be developed in partnership with the local employment agencies and could cover many areas, such as: resume building, transferring/marketing your international experience, construction industry 101, mentorship, etc. MTG will ensure that workshops are delivered, in partnership with local agencies, within each of the nine NIA clusters along the Project corridor, where possible.

## 13.0 Employment Program

MTG is committed to giving access to meaningful employment opportunities on the Project to youth facing barriers to employment. As part of this commitment, MTG will identify a number of entry-level positions within MTG and within its sub-contractor organizations that would be open to these youths.

In 2019, the Community Benefits Specialist and HR Manager will identify positions that would be reserved for youths. These may include positions such as:

- Project Administrators
- Site support
- Co-op placements
- Administrative support


Once the number and type of positions are identified, MTG will partner with the United Way's CareerNavigator program to deliver this initiative.

MTG will work with the United Way to identify wraparound supports for these candidates, including relevant training that can be delivered in advance of their start date, and evaluation criteria to solicit feedback from the candidates and identify success. MTG will require that the CareerNavigator program leverage the employment database developed during the TCBN's recruitment drives to identify potential candidates. Candidates recommended by agencies serving the nine targeted NIA clusters will be given preference to take part in this exciting and transformational opportunity.

## 14.0 MTG School Program

MTG is committed to supporting Metrolinx in developing and engaging youth along the Project corridor through a school program, which will compliment and support Metrolinx's 'Transit in Your Community' program with the Toronto District School Board (TDSB).

MTG will identify subject matter experts who will act as guest speakers in the Transit in Your Community Program. Guest speakers will be identified to support specific program modules

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

currently in development by Metrolinx and the TDSB. All guest speakers will be subject to vulnerable persons screening in advance of participating in the program.

### 14.1 Ontario Youth Apprenticeship Program

MTG will encourage its subcontractors to explore opportunities to leverage the Ontario Youth Apprenticeship Program which provides young people for apprenticeship opportunities while they are still in high school. Students complete a co-op placement in a skilled trade and receive credit for it.

## 15.0 Disseminating information about goods and services

MTG's approach to disseminating information about goods and services and supplier opportunities for the Project include:

### 15.1 Support of Social Enterprises and Social Procurement


The MTG Community Benefits and Liaison Plan will seek to support social enterprises and provide economic inclusion through commitments to social procurement, as well as contribute to neighbourhood improvements through building new transit infrastructure.

MTG is committed to maximizing business and procurement opportunities with social enterprises and businesses located along the Project corridor. A variety of policy tools and partnerships will be pursued to deliver on these goals.

MTG will work closely with Metrolinx and the Social Purchasing Project to help inform and refine our initiatives in this regard. MTG understands the Social Purchasing Project assesses and determines companies suitable for the social purchasing designation. As a result, we will refer to Social Purchasing Project's registry to identify social enterprises.

Although MTG has been in the community for less than six months, our staff have made every effort and will continue to do so throughout the project to identify businesses along the project corridor and in its vicinity for supplies of goods and services. For example, foods and beverages required for large meetings are purchased from local restaurants and bakeries. MTG has assessed and identified a list of printers with varying capacity for its production needs.

MTG has an operating website. The main purpose of the website is to support the Community Benefits and Liaison Plan. Opportunities for employment and businesses directly connected to MTG will be promoted at [www.mosaictransit.com](http://www.mosaictransit.com). The MTG online portal will be one of the main vehicles used to track local contractors, vendors, social enterprise groups and agencies

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

interested in MTG procurement opportunities. When interested vendors register on the portal, they will indicate what category they fall under. The number of types of businesses registered in MTG's online portal will be updated in the Community Benefits Quarterly Report submitted to Metrolinx/IO.

MTG hosted its first tradeshow, titled the Business and Workforce Expo on January 16, 2019 to introduce its staff to local residents and businesses. While MTG's staff is open to using similar types of events throughout the project period, its staff will use a multi-pronged approach to inform local and social enterprises of business opportunities on the Finch West LRT project, including Business Information Sessions (frequency to be determined), small workshops for subject-specific businesses, posting opportunities to the Mosaic website, information sharing with key associations, and one-on-one meetings. Due to the smaller scale and scope of the Finch West LRT project, there will be fewer needs for people, goods, supplies and services when compared to the Eglinton Crosstown LRT project.

## 15.2 Partnership with Buy Social Canada


MTG will partner with Buy Social Canada to support our community benefits initiatives focused on procurement opportunities with social enterprises.

MTG will partner with the Buy Social Canada to match qualified social enterprises with our procurement needs. This will allow Buy Social Canada to continue its work facilitating capacity building amongst social enterprises, and ensuring consistent criteria to qualify social enterprises. It will provide a one-window approach for MTG to identify potential social enterprise partners.

To support this partnership, MTG will provide quarterly updates to Buy Social Canada on its procurement needs. Buy Social Canada will work to identify and pre-qualify social enterprises in the marketplace that can support MTG's procurement needs. MTG will work with Buy Social Canada to develop a list of pre-qualified social enterprises.

The pre-qualified list of social enterprises will be shared with MTG's internal stakeholders using an internal network. Appropriate staff will be informed of changes. Staff will be continuously reminded to maximize social procurement opportunities by seeking opportunities to purchase goods/services locally, where appropriate. MTG's Community Benefits Specialist will work with colleagues in Procurement to identify MTG's upcoming procurement needs and to share it with Buy Social Canada.

MTG Community Benefits Specialist will also work with the Buy Social Canada representatives to develop and deliver training and orientation to MTG staff on the benefits of doing business with social enterprises. MTG will also support Buy Social Canada in building capacity and awareness of MTG's procurement opportunities and community benefits commitments.

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

In partnership with Buy Social Canada, MTG will support up to two workshops annually to inform social enterprises of MTG's procurement opportunities and bidding process, as well as to learn tips from MTG's Subject Matter Experts. These sessions will be incorporated into community events organized by MTG (i.e. Public Information Session or Workshops).

### 15.3 MTG Business Opportunities and Information Sessions

MTG will host an annual information session to provide individuals, small business owners, members of social enterprises, vendors, suppliers and other Works-related contacts with opportunities to become involved in or benefit from the Project.

These events will be designed to share information about MTG's procurement process and discuss potential business opportunities with small business owners along the Project corridor, social enterprises, interested local contractors, vendors, suppliers and other Works-related participants.

MTG will arrange follow-up meetings as appropriate. Events will provide opportunities for MTG's staff and its partners to meet and foster mutually beneficial relationships with interested local contractors, vendors, social enterprise groups and agencies.


MTG will work closely with Metrolinx, the Toronto Enterprise Fund and the Social Purchasing Project to design these sessions and will assign its Community Benefits partners space at the venue to engage with the community. Where possible, these sessions will leverage existing community events delivered by MTG such as station/stop consultations and Public Information Centres (PICs). The Information Session will provide unique opportunities for businesses to meet with representatives from MTG's Procurement team.

Events will be promoted leveraging CBWG networks, suppliers who have registered on MTG online portal, and through a specific communications and marketing plan developed for the event, where applicable. A detailed summary report will be provided following the event.

### 15.4 Establish policies and processes to support social and local procurement

MTG will put policies and procedures in place to support the Community Benefits Framework and meet commitments made in the Project Agreement, including:

- **Agreements with Subcontractors:** MTG service agreements and subcontracts will include the following requirements related to Community Benefits commitments:

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

- **Community Benefits and Apprenticeship Opportunities:** Subcontractor acknowledges that the Project may have a significant impact on the communities in which the Site is located during construction and agrees to use commercially reasonable efforts to:
  - minimize any negative impacts of the Subcontract Work on the local communities;
  - provide supply and employment opportunities to the local communities;
  - maximize apprenticeship opportunities in completing the Subcontract Work, including for at-risk youth, historically disadvantaged groups in local communities including low-income, racialized and immigrant populations, and military veterans.
- **MTG Purchase Requisition:** MTG section superintendents and site offices will prepare Purchase Requisition to MTG'S procurement team when services or supplies are needed on the work site. Staff submitting a Purchase Requisition will be asked to indicate whether the requestor has reviewed MTG's list of pre-qualified social enterprises, and whether they are aware of a local business that would be able to provide the service. Purchase requisitions will be reviewed by the Procurement team and vetted against MTG pre-qualified list of social enterprises. MTG Procurement staff will also regularly vet Purchase Requisitions to identify businesses along the Finch West LRT corridor that may be able to provide the required services at a competitive rate.


MTG's online portal will be used for local businesses to register and indicate their interest in MTG procurement opportunities. MTG will maintain a list of registered businesses along the Finch West LRT corridor identified through the online portal.

- **MTG Staff Orientation:** MTG will continue to leverage the expertise provided by Metrolinx, the TCBN and Buy Social Canada to adapt, strengthen and improve our procurement process to maximize procurement opportunities with social enterprises and local businesses.

## 16.0 Approach to Community Improvements

The MTG Community Benefits program will include initiatives designed to support and improve the communities along the Project corridor, particularly within the nine targeted NIA clusters. MTG will seek to provide equitable economic opportunities that promote economic inclusion for all Toronto residents, as well as contribute to the development of a system of training and workforce development programs that can enable economic inclusion.

Connecting communities and youth facing barriers to employment to apprenticeship and employment opportunities with the Finch West LRT Project is important to MTG. Below are a

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

variety of initiatives that will aid MTG to deliver on this commitment. Individual initiatives will be further refined in close collaboration with the CBWG and local agencies.

### 16.1 MTG in the Community

MTG will strive to maximize opportunities to include tangible benefits and engagement opportunities with communities along the Project corridor. The benefits of the Finch West LRT Project to local communities will extend beyond employment and business opportunities. A member organization of the TCBN or other community stakeholder may suggest and/or lead initiatives. MTG will collaborate and partner on initiatives that support these organizations. Initiatives as part of MTG's commitment to delivering neighbourhood improvements may include: MTG and/or its sub-contractors volunteering on community building projects, coordinating community artwork on MTG construction signage and hoarding, and participating and supporting local community events.

MTG Community Benefits Specialist will work with the HR team to plan two community volunteer initiatives for MTG's staff annually, representing 240 hours of community service. MTG will support opportunities in communities along the corridor that:

- Improves parkland / environmental stewardship
- Supports local community events
- Promotes social and economic inclusion


At least one of these annual opportunities will be located within one of the nine targeted NIA clusters on the Project corridor. Community opportunities may include: participating in community clean up events, social housing builds, food drives, and existing community celebrations.

### 16.2 Community Artwork

MTG will identify opportunities for community artwork with social enterprises, schools and community members on MTG construction signage and hoarding. MTG will leverage existing programs delivered by Metrolinx to solicit artwork submissions from the local community. MTG will identify potential signage/hoarding opportunities for community artwork for Metrolinx and IO's review once a hoarding strategy is in place.

### 16.3 MTG's Community Engagement

MTG's Community Engagement and Stakeholder Relations Plan will be supported through a variety of Community Benefits initiatives. MTG's Community Engagement and Stakeholder Relations Plan will identify strategies to community engagement and consultations on MTG construction activities and station design, where applicable.

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

With the support of Metrolinx and the TBCN, MTG will arrange community engagement meetings and applicable consultations in the nine targeted NIA clusters along the Project corridor. MTG will work with Metrolinx and IO to implement an approved engagement approach and meeting pattern. MTG will not conduct public consultations without the approval of Metrolinx.


## 17.0 MTG's Community Benefits Team

For the effective delivery of the Community Benefits and Liaison Plan, MTG will foster cross-functional team integration amongst its HR, Procurement, Construction, Traffic Management and Communications divisions. MTG cross-functional team is referred to as MTG's Community Benefits Team in the Plan.


The table below outlines the roles and responsibilities of MTG's Community Benefits Team members.

*Table 2: Stakeholders Tactics (Add/delete rows as required)*


Name	Role	Responsibilities
<b>MTG - Design Build Joint Venture (DBJV)</b>		
Paulette den Elzen	Communications and Public Engagement Lead	Reports functionally to the Project Director. Oversees strategic planning and implementation of Community Benefits Plan and ensures appropriate integration across MTG's communications, community relations, and community engagement plans as appropriate. Leads all planning, development and implementation of communication, community engagement, community benefits and stakeholder relations, as well as support media relations and issues/crisis management. Primarily interfaces with the Metrolinx's Chief Communications Officer. Media-trained.

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

TBD	Community Benefits Specialist	<p>Reports to the Communications and Public Engagement Lead. Primarily plans and implements Community Benefits strategies and initiatives. Works collaboratively with MTG's internal teams and Communications and Community Relations colleagues on the Finch West Project to deliver associated Community Benefits initiatives. Delivers on-the-ground community benefits liaison activities, stakeholder relations with community groups and workforce agencies, and business liaison mandates. Anticipates related issues, seeks mitigation and swiftly escalates public/stakeholder concerns to prevent and resolve issues. Interfaces with Metrolinx's Community Benefits Specialist and primary point of contact for TCBN and other community groups. Attends quarterly meetings with Metrolinx and other community partners to coordinate activities in the Community Benefits and Liaison Plan. Maintains Community Benefits records and databases and prepares quarterly reports on the implementation of the Community Benefits and Liaison Plan.</p>
Anita Rex	Communications Specialists	<p>Supports the integration of the Community Benefits Plan with the Construction Communications Plan as appropriate. Supports the planning, development,</p>

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

		production and execution of Community Benefits initiatives and provides issues management and media relations support. Media-trained.
TBD	Human Resources Manager	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, candidate referral pipeline, attends events, and helps plan training and skills development initiatives. Media-orientated.
HR Recruiters at Aecon, Dragados and Dufferin	HR Support	Liaises with the HR Manager and the Community Benefits Specialist to support community benefits initiatives in employment, training, and skills development opportunities on the project. Liaises and provides feedback to local workforce agencies on candidate referral pipeline. Supports engagement with local workforce agencies, candidate referral pipeline, attends events, and helps plan training and skills development initiatives.
Mahmud Hirji	Procurement Lead	Reports to the Commercial Director who oversees the implementation of corporate policies and protocols to support social and local procurement. Supports MTG events to disseminate information on social and

MTC-000-COM-PLN-00002	<b>Community Benefits and Liaison Plan</b>	
<b>Revision No. 01B</b>	Owner: Paulette den Elzen	Finch West LRT

		local procurement opportunities that exists.
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### 17.1 Alignment across MTG's Communications

MTG's communications team will integrate and coordinate, where appropriate, specific Community Benefits and Liaison Plans and initiatives with the Project's Construction Communications Plan (which also includes the Traffic and Transit Management Communications Plan), Apprenticeship Plan, and Community Engagement and Stakeholder Relations Plan.

## 18.0 Community Benefits Program – Work Plan

Community Benefits programs and initiatives, as outlined in this Plan, may be further developed and refined in partnership with the CBWG and local agencies. To align and coordinate activities, MTG will provide an annual work plan to the CBWG. Development of the Work Plan will be discussed with the Community Benefits Working Group and updated in a future version of the Community Benefits and Liaison Plan.

## 19.0 Tracking and Monitoring

In accordance with the PA, MTG will provide a quarterly report on its Community Benefits initiatives. MTG will collaborate with Metrolinx and the CBWG to identify qualitative and quantitative tools to measure and evaluate the effectiveness of our Community Benefits program. A template of the report will be included in a future version of the Community Benefits and Liaison Plan and will include:

- Summary of job applications/referrals received through community agencies, and positions filled by those candidates
- Description/debrief of events held with local workforce agencies, social enterprises, and local businesses
- Summary of partnerships/events held within the nine targeted NIA clusters
- Updates on employment, Transit in Your Community, community activities and other key initiatives pursued as part of the Community Benefits Program
- Social/Local enterprises registered on MTG online portal
- Summary of MTG's procurements with social enterprises and local businesses

Quarterly reports will be reviewed and discussed at the CBWG to inform future efforts.