


MTC-COM-RPT-00009	<b>Community Benefits and Liaison Plan – Q1 Quarterly Report (January 1 – March 31, 2021)</b>	
<b>Revision No. 00A</b>	Owner: Cecille Chin	Finch West LRT


The Finch West Light Rail Transit (LRT) Project

## Report: Community Benefits and Liaison Plan January 1 – March 31, 2021

PREPARED BY: *Cecille Chin* 2021-04-28  
 Cecille Chin  
 Community Benefits Specialist  
 DATE

PREPARED BY: *Kristina Bergeron* 2021-05-07  
 Kristina Bergeron  
 Communications and Public Engagement Manager  
 DATE

REVIEWED BY: *Shalini Sivakumar* \_\_\_\_\_  
 Shalini Sivakumar  
 Human Resources Manager  
 DATE

APPROVED BY:  2021-05-10  
 Eduardo Galnares  
 Project Director  
 DATE

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**Revision Index**

Revision	Description of Changes	Date
00A	Issued for Use	

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## 1.0 Introduction

The Finch West LRT project represents a capital investment of \$1.2 billion for transit improvement by the Province of Ontario. When in service, the Finch West LRT will make it easier for residents of northwest Toronto to commute to and from work and connect to other transit services across the city. Building the line will create more than several hundred jobs at the peak of construction and other significant economic benefits.

Metrolinx recognizes that its infrastructure investments should also provide benefits for the communities in which it works, including local employment, training, apprenticeships, 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**

<b>Name, Title</b>	<b>Role</b>
Miguel Merino, CEO	<ul style="list-style-type: none"> <li>• Oversees implementation of the Community Benefits and Apprenticeship Programs on behalf of Mosaic</li> </ul>
Eduardo Galnares, Project Director	<ul style="list-style-type: none"> <li>• Oversees implementation of the Community Benefits and Apprenticeship Programs on behalf of Mosaic</li> </ul>
Kristina Bergeron Communications and Public Engagement Lead	<ul style="list-style-type: none"> <li>• Reports to the Project Director.</li> <li>• Oversees strategic planning and implementation of Community Benefits and Liaison Plan, ensuring appropriate</li> </ul>

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	<p>integration across communications, community relations, and community engagement plans as appropriate.</p> <ul style="list-style-type: none"> <li>Primarily interfaces with Senior Manager of Communications and Community Relations and Manager of Community Benefits Program</li> <li>Media-trained.</li> </ul>
<p>Cecille Chin Community Benefits Specialist</p>	<ul style="list-style-type: none"> <li>Reports to Communications and Public Engagement Lead.</li> <li>Plans and implements community benefits program.</li> <li>Delivers on-the-ground community benefits liaison activities with local workforce agencies, local businesses, social enterprises, and apprenticeship training programs.</li> <li>Maintains Community Benefits records and databases.</li> <li>Anticipates related issues, seeks mitigation, and swiftly escalates public/stakeholder concerns to prevent and resolve issues.</li> <li>Primarily interfaces with Metrolinx's Community Benefits Specialist.</li> </ul>
<p>Shalini Sivakumar Human Resources Manager</p>	<ul style="list-style-type: none"> <li>Reports to the Project Director.</li> <li>Liaises with all staffing and project management team to support integration of community benefits initiatives across the organization.</li> <li>Supports engagement with local workforce agencies, attends events, and helps plan training and skills development initiatives.</li> </ul>
<p>Le Banh Procurement Manager</p>	<ul style="list-style-type: none"> <li>Reports to the Commercial Director.</li> <li>Oversees implementation of corporate policies and protocols to support social and local procurement.</li> </ul>

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	<ul style="list-style-type: none"> <li>• Supports Mosaic Transit Group events that are centered on vendor opportunities on the project.</li> </ul>
HR Business Partners at Aecon, Dragados and Dufferin	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Occasionally attend events and help plan large-scale training and skills development initiatives.</li> </ul>

### 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**

<b>Local Workforce Agencies (City of Toronto or Employment Ontario centres)</b>	<b>Audience/Participation</b>
ACCES Employment	Internationally Trained Professionals
City of Toronto Employment and Social Services (TESS) <ul style="list-style-type: none"> <li>• Local office in Yorkgate Mall and in the Rexdale Hub</li> </ul>	Local residents on OW, ODSP
JVS Toronto <ul style="list-style-type: none"> <li>• Local office in Jane and Finch mall</li> </ul>	Local residents
Rexdale Women's Centre <ul style="list-style-type: none"> <li>• Local office in Rexdale Hub</li> </ul>	Local residents; women
Humber Community Services/Humber College <ul style="list-style-type: none"> <li>• Local office at Humber College and in the North York Sheridan Mall</li> </ul>	Internationally Trained Professionals
CAF CAN (Caribbean African Canadian) Community Services	Local residents; racialized populations.

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<ul style="list-style-type: none"> <li>Local office on Arrow Road</li> </ul>	
Northwood Neighbourhood Services <ul style="list-style-type: none"> <li>Local office on Jane Street at Wilson Ave.</li> </ul>	Local residents; local entrepreneurs
Elsbeth Heyworth Centre for Women <ul style="list-style-type: none"> <li>Local office on Finch Ave West at Weston Road</li> </ul>	Local residents; women
Labour Education Centre <ul style="list-style-type: none"> <li>Satellite workshop near Steeles Ave W and Weston Road</li> </ul>	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.
Ryerson University – Faculty 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**

<b>Community-based organizations</b>	<b>Audience/Participation</b>
Jane and Finch Economic Opportunities Action Group	Local Residents
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

Through the Community Benefits Program, Mosaic has hired a number of local residents and people from historically disadvantaged communities. The table below outlines the number of Administrative & Professional, Technical and Casual roles filled to date:

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

Category	Hires to date
Administrative & Professional	7
Technical (contracts – one ended March 1 <sup>st</sup> , 2020)	6
Casual (includes photographer, videographer, and flyer distributor)	5
<b>Total Hires</b>	<b>18</b>

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 degree

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](http://www.mosaictransit.com) and Metrolinx’s Twitter @FinchWestLRT, as well as on LinkedIn via the parent companies’ sites and Mosaic’s.

To manage the increased number of job applications, Mosaic has implemented an Applicant Tracking System to instantly scan resumes to determine their compatibility with the roles for which they were submitted. This will allow a faster response time to candidates and therefore, promptly filling vacancies.

## 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:



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**Table 4.1: Employment Engagement Activities**

Date	Type of Activity	Stakeholder(s)	Location
2021-01-27	Meeting - stakeholder engagement with STEP to Construction	Elvy Morro	Phone
2021-02-24	Event - Trades & Engineering Forum	ACCES Employment	Zoom
2021-03-04	Event - Consider the Trades featuring The Carpenters Union Local 27	Secondary school students, teachers, guidance counsellors, community residents, community stakeholders, etc.	Microsoft Teams
2021-03-11	Event - Career information training/mentorship	Toronto Community Benefits Network (TCBN)	Zoom
2021-03-19	Stakeholder engagement re: Ready to Hire list	Toronto Community Benefits Network (TCBN)	Zoom
2021-03-30	Meeting - Stakeholder Engagement	Ryerson Faculty of Engineering	Zoom

#### 4.1 Professional, Administrative, and Technical Opportunities (as of April 12, 2021)

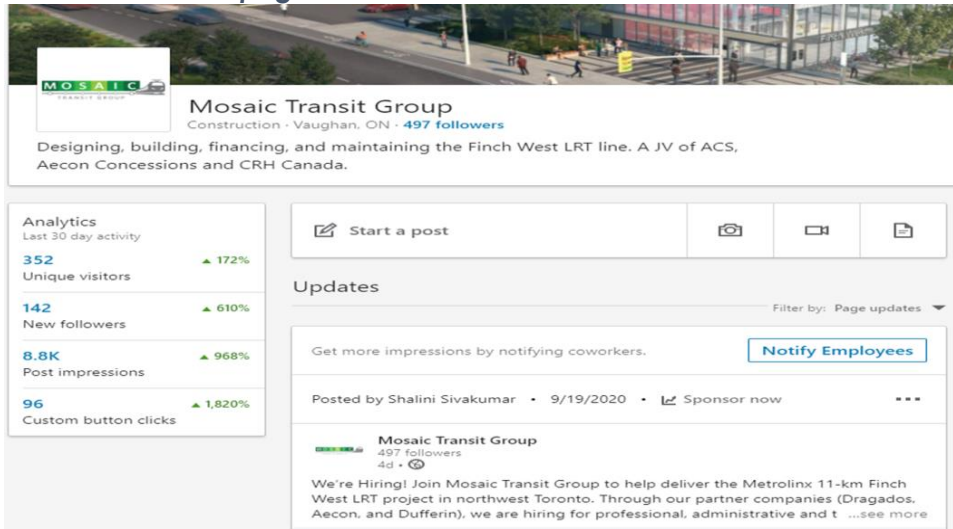
- Project Coordinator - Properties
- Assistant Construction Manager - Track
- Contract Administrator
- Track Work Surveyor
- Assistant Construction Manager - Systems
- Maintenance Administrator
- Traffic Coordinator
- Project Estimator
- Validation Verification Manager
- Accounts Payable Coordinator
- Project Coordinator - Electrical
- CAD Drafter / Survey Calculator
- Scheduler
- Project Coordinator Dry Utilities - Hydro
- Communications Coordinator
- 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. We continue to utilize our LinkedIn page to promote links to employment opportunities on the project that are posted by our parent companies.

### Mosaic's LinkedIn page



The screenshot shows the LinkedIn profile for Mosaic Transit Group. The header includes the company name, location (Vaughan, ON), and 497 followers. The bio states: "Designing, building, financing, and maintaining the Finch West LRT line. A JV of ACS, Aecon Concessions and CRH Canada." The analytics section shows: 352 Unique visitors (+172%), 142 New followers (+610%), 8.8K Post impressions (+968%), and 96 Custom button clicks (+1,820%). The updates section features a post from Shalini Sivakumar dated 9/19/2020 with a "Notify Employees" button. Below the post is a hiring announcement: "We're Hiring! Join Mosaic Transit Group to help deliver the Metrolinx 11-km Finch West LRT project in northwest Toronto. Through our partner companies (Dragados, Aecon, and Dufferin), we are hiring for professional, administrative and t ...see more".

### Twitter Panel



## We're hiring

Interested in building a career in the transit infrastructure sector? Mosaic Transit Constructors (Mosaic) – a consortium comprised of Aecon, Dragados, and Dufferin – is partnering with Metrolinx and Infrastructure Ontario to design, build and maintain the transformative Finch West Light Rail Transit (LRT) system in the City of Toronto.

**Manager/Asst. Managers, Superintendents, Engineer, Coordinator, and Coop positions available in:**

- Civil and Utilities
- Surveying
- Project Communications
- Structural Construction
- Track

Visit [www.mosaictransit.com/jobs.html](http://www.mosaictransit.com/jobs.html) to learn more.

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### 4.3 List of Trade Opportunities

Mosaic uses many avenues to share and highlight the trades and work activities that play an integral part in the project such as:

- 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

### 5.0 Increased Access to Sub-contractor Information





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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, 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.

We continue to review and revise our processes to ensure accuracy in collection and reporting of hires on the Project. In addition to encouraging our subcontractors to improve their tracking and reporting, we have augmented their efforts by collaborating with our Health and Safety department to provide a more fulsome picture of total hires on the Project. This effort yielded a total of 121 hires for the first quarter as follows:

- Pre-apprentice - 1
- Apprentice - 9
- Journeyperson - 5
- Labourer/Helper – 106

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>

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### 5.3 Consider the Trades

Mosaic, in partnership with the Carpenters Union, hosted Consider the Trades workshop on March 4, 2021. The objective of the event was to highlight the skilled trades as a viable career option for high school graduates and to provide insights on the various pathways into the skilled trades as well as supports available to succeed in the trades.

There were over 85 students, teachers, and community partners in attendance

The speakers, Chris Campbell, Sean Blake, and John Munio addressed a wide range of topics from requirements to becoming a carpenter, mentorship, work activities covered by the Union, the process of Apprentice to Journeyman, wages, to their personal journeys into the skilled trades.



**Have you ever considered the skilled trades for work?**

Did you know trades people:

- Make a good living?
- Grow their career faster?
- Have practical, useful, and transferable skills?

Learn why youth and people seeking work should explore the skilled trade for work. Join Mosaic Transit Group and skilled trade experts for a discussion about job opportunities in the trades industry and the pathways to becoming an apprentice. A question-and-answer period will be provided.

**March 4, 2021 | 2 pm to 3:30 pm**

Register now: [www.mosaictransit.com/events.html](http://www.mosaictransit.com/events.html)  
Email us: [communications@mosaictransit.com](mailto:communications@mosaictransit.com)

**Panelists include:**

Chris Campbell, Equity and Diversity Representative - Carpenters' District Council of Ontario

Sean Blake, Business Representative, Local 27 The Carpenters Union

John Munio, First Term Apprentice, Local 27 The Carpenters Union

Finch West LRT

METROLINX MOSAIC TRANSIT GROUP



Chris Campbell  
Equity and Diversity Representative - Carpenters' District Council of Ontario



Sean Blake  
Business Representative, Local 27 The Carpenters Union



John Munio  
First Term Apprentice

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## 5.4 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.

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 everyone.

In addition to building our diversity program for staff and subcontractors, we have included our Tracking Diversity questionnaire in our Site Induction form to seamlessly collect this data during registration for this mandatory training. We will report on our findings in our Q2 report.

## 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



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**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

**6.1 Local Investments:**



**Westmore Drive and Finch Avenue West**

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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](http://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 March 31, 2021**

Category	Spend
Social Enterprise: •Printing	\$1,134.33
Community-Based Investment: •Historically Disadvantaged Business Owners •Local businesses	\$74,479.49
Local subcontractors, suppliers, etc.	\$1,918,994.60
<b>Q1 Community Investment</b>	<b>\$1,994,608.42</b>

## 7.0 Community Benefits 2021 Work Plan

The table below provides a snapshot of Mosaic's Community Benefits work plan for 2021 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.



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**Table 7.1: Work Plan**

Month	Plans
January	<b>Community Benefits and Apprenticeship Plans – 2020 End of Year Report</b>
February	<b>Jobseeker Engagement:</b> ACCES Employment Trades & Engineering Forum
March	<b>Apprenticeship Plan:</b> Consider the Trades with The Carpenters Union  <b>Mentorship Opportunity for Women:</b> Career Talks - Women in PAT Construction Jobs
April	<b>Community Engagement:</b> Shared Project updates, employment and business opportunities at The Empowerment Workshop
June	<b>Business Training:</b> Training Session for small business in partnership with BIAs
August	<b>Community Improvement:</b> Back to School Event
October	<b>Community Engagement:</b> Prepare Thanksgiving meal for residents at Youth Without Shelter
November	<b>Apprenticeship Plan:</b> Apprenticeship/Trades Event in association with STEP construction, Building Up, labour unions, community agencies serving youths
December	<b>Community Improvement:</b> Holiday Dinner for residents at Youth Without Shelter

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## 8.0 Q1 Community Benefits Activities

**Table 8.1: Activities for the period of January – March 2021**

Date	Type of Activity	Stakeholder(s)	Location
2021-01-13	Meeting – Toronto Social Procurement Roundtable 2021	Buy Social Canada	Zoom
2021-01-22	Meeting – stakeholder introduction/engagement with Brad Redpath	Chandos Construction	Microsoft Teams
2021-01-27	Meeting - stakeholder engagement with STEP to Construction	Elvy Morro	Phone
2021-01-28	Meeting – Jane-Finch Economic Roundtable	Jane and Finch Centre	Zoom
2021-01-29	Meeting - Black History Month presentation discussion with Sean Blake	Carpenters Union Local 27	Phone
2021-02-01	Meeting - Social Enterprise engagement	Good Group Meeting	Microsoft Teams
2021-02-09	Event - Career Talks	TCBN	Zoom
2021-02-22	Meeting - Student Co-op on FWLRT	STEP to Construction	Phone
2021-02-24	Event - Trades & Engineering Forum	ACCES Employment	Zoom
2021-02-25	Meeting - Community engagement/volunteer opportunity	Youth Without Shelter	Microsoft Teams
2021-03-04	Event - Consider the Trades featuring The Carpenters Union Local 27	Secondary school students, teachers, guidance counsellors, etc.	Microsoft Teams

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Date	Type of Activity	Stakeholder(s)	Location
2021-03-08	Presentation - Community engagement	Jane-Finch Economic Opportunities Action Group	Zoom
2021-03-10	Community partner engagement - Hurontario LRT community benefits and labour relations discussions	Mobilinx	Microsoft Teams
2021-03-11	Event - Career information training/mentorship	Toronto Community Benefits Network (TCBN)	Zoom
2021-03-15	Meeting - Stakeholder engagement	Construction Connection and Metrolinx	Microsoft Teams
2021-03-16	Stakeholder and community engagement event - TCBN Spring General Meeting	Toronto Community Benefits Network (TCBN)	Zoom
2021-03-19	Stakeholder engagement re: Ready to Hire list	Toronto Community Benefits Network (TCBN)	Zoom
2021-03-22	Meeting - Subcontractor engagement	CRCE	Microsoft Teams
2021-03-26	Meeting - Labour Union engagement	IBEW Local 353	Phone
2021-03-30	Meeting - Stakeholder Engagement	Ryerson Faculty of Engineering	Zoom
2021-03-04	Event - Consider the Trades featuring The Carpenters Union Local 27	Secondary school students, teachers, guidance counsellors,	Microsoft Teams

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Date	Type of Activity	Stakeholder(s)	Location
		community residents, community stakeholders, etc.	

## 9.0 References

- Canadian Construction Association. (2019). Retrieved from Canadian Construction Association: [https://www.cca-acc.com/wp-content/uploads/2020/01/CCA\\_13413\\_Business\\_Case\\_EN.pdf](https://www.cca-acc.com/wp-content/uploads/2020/01/CCA_13413_Business_Case_EN.pdf)
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