


MTC-COM-RPT-00003	<b>Community Benefits and Liaison Plan – Q1 Quarterly Reports (January 1 – March 31, 2020)</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, 2020

PREPARED BY:	Cecille Chin Community Benefits Specialist	DATE
	<i>Paulette den Elzen</i>	
PREPARED BY:	Paulette den Elzen Communications and Public Engagement Manager	DATE
REVIEWED BY:	Shalini Sivakumar Human Resources Manager	DATE
APPROVED BY:	Navid Ganji Project Director	DATE

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**Revision Index**

Revision	Description of Changes	Date
00A	Issued for Use	

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## 1.0 Introduction

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

Metrolinx recognizes that its infrastructure investments should also provide benefits for the communities in which it works including local employment, training, apprenticeships, and local supplier and social procurement opportunities, where possible. As such, it included a Community Benefits Framework in the Finch West LRT agreement with Mosaic Transit Group.

The key goals of the Community Benefits Framework are to:

- Provide equitable opportunities that promote economic inclusion,
- Connect communities and youth facing barriers to employment with apprenticeship, trade and employment opportunities.

The Finch West LRT project (the project) is being constructed along 11-km of Finch Avenue West, from Keele Street to Highway 27. According to Statistics Canada the unemployment statistics for June 2019 show an unemployment rate of approximately 11% in Etobicoke North and Humber River Black Creek, compared to 6.3% in Toronto (Statistics Canada, 2019). Economic inclusion has been stated as a key desired community benefit for this community. Mosaic Transit Group is committed to supporting the goals of the Community Benefits Framework.

## 2.0 Mosaic Transit Group's Community Benefits Team

*Table 2.1: Community Benefits Team*

<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>
Navid Ganji, Project Director	<ul style="list-style-type: none"> <li>• Oversees implementation of the Community Benefits and Apprenticeship Programs on behalf of Mosaic</li> </ul>
Paulette den Elzen Communications and Public Engagement Manager	<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 integration across communications, community relations, and community engagement plans as appropriate.</li> </ul>

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	<ul style="list-style-type: none"> <li>Primarily interfaces with Metrolinx's Chief Communications Officer and Senior Manager of Communications and Community Relations.</li> <li>Media-trained.</li> </ul>
Cecille Chin Community Benefits Officer	<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 Manager of Community Benefits and Community Benefits Specialist.</li> </ul>
Shalini Sivakumar Human Resources Manager	<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>
Jose Acevedo Procurement Manager	<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> <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</li> </ul>

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	<p>skills development opportunities on the project.</p> <ul style="list-style-type: none"> <li>Occasionally attend events and help plan large-scale training and skills development initiatives.</li> </ul>
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### 3.0 Employment Opportunities

Mosaic Transit Group (Mosaic) is actively building a community network to disseminate information about workforce and business opportunities to people in the neighbourhoods along the Finch West LRT project corridor. The organizations and community groups listed in the table below have been instrumental in spreading the word about workforce and business opportunities on the Finch West LRT Project.

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

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Labour Education Centre <b>Satellite workshop near Steeles Ave W and Weston Road</b>	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.

In recognition of the unique nature of the Jane-Finch and Rexdale communities, we have connected with community-based organizations in an effort to reach a broader cross-section of local jobseekers.

*Table 3.2: Finch West LRT, Community-based organizations*

<b>Community-based organizations</b>	<b>Audience/Participation</b>
Generation Chos3n	Youth
Jane and Finch Community and Family Centre	Local residents
Jane and Finch Community Ministry	Local residents
Rexdale Community Health Centre	Local residents
Toronto Police Service – 31 Division	Local residents
York University's TD Community Engagement Centre	Local residents

To date, the project has hired seven (7) full-time equivalent (FTE) roles and three (3) casual roles through the community benefits program.

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

<b>Category</b>	<b>Hires to date</b>
Administrative	1
Technical	2 – contracts (1 person's contract ended March 1 <sup>st</sup> 2020)
Professional	2
Casual (minute taker, photographer, videographer)	3
<b>Total Hires</b>	<b>7</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 degrees (Crawford, 2019).

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In the first quarter of 2020, we have shared employment opportunities with the local workforce agencies, posted information on Mosaic's website at [mosaictransit.com](http://mosaictransit.com) and Metrolinx's Twitter @FinchWestLRT, as well as advertised in local community newspapers to share information in the community about professional, administrative and technical (PAT) positions available on the project.

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

### 3.1 Employment Engagement Activities

Date	Event/Meeting
January 16	Community Benefits and Community Engagement in Jane-Finch Meeting
January 28	TDSB Step to Construction Advisory Meeting
February 14	Construction Update/Awareness and Customer Appreciation Event at Finch West Subway station
February 14	Introductory meeting with TCBN's new Community Benefits Specialist
February 18	Mosaic's New Community Benefits Coordinator starts
February 19	ACCES Employment Speed Mentoring Event
March 12	Rexdale Women's Centre Job Fair

#### *Exploring ways to improve community communications*

As a follow-up to a TCBN meeting held in November 2019, Mosaic and Metrolinx met with representatives of the United Way of Greater Toronto and the City of Toronto's Community Development Program on January 16 to discuss:

- the roles of the City, Metrolinx, Mosaic Transit Group and United Way
- how to collaborate/coordinate from our various roles
- next steps/actions

It was recognized that a service map identifying workforce agencies in the community and their roles is required to help organizations involved in delivering community benefits to understand who does what. United Way offered to draft the service map.



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**TDSB Step to Construction Advisory**

On January 28, representatives of Mosaic and Metrolinx attended an advisory meeting with the TDSB Step to Construction where a panel of students and their parents shared their positive experience about working as apprentices on different construction sites in the City. The students overwhelmingly acknowledged that their involvement in the Step to Construction Program helped them to become better organized and gain valuable skills. We also heard from former members of the Step to Construction programs and contractors who stressed the need to improve promotions of the trades, remove the stigma from those involved in trades. There was also a discussion about how to improve the program to ensure students received the best experiences and opportunities within the construction sector. Most of the participating students expressed an interest in the electrical and plumbing trades. More than 40 people attended the meeting. There were representatives not only from the Toronto District School Board but also large construction companies (i.e. Mattamy Homes and Green Park Group) as well as local unions (Local 27 and Local 285).



**Building a Culture of Mentorship**



Mosaic encourages staff to share their experiences in building the LRT project with people in the community so others may learn from them.

In mid-February, six staff from Mosaic volunteered with ACCES Employment to mentor professionally trained new immigrants

at the first ever Peel Speed Mentoring marathon. Together with other mentors from across the GTA and a variety of sectors, they met and networked with mentees to discuss the Canadian workplace culture, local job market, employment opportunities on the Finch West LRT project, and the importance of building a professional network.

The mentees come from all over the world and their backgrounds are just as varied, ranging from engineering, to finance to marketing and IT design.

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The mentors' experience was rewarding for many different reasons. For some, the ACCES Employment Speed Mentoring event provided an opportunity to aid newcomers in kick starting their career in a new country and for others it was an opportunity to share personal lessons learned.

From the perspective of Cecille Chin, a new employee at Mosaic, the experience was eye opening. "I had not heard of speed mentoring before, so I was intrigued by the concept", says Chin, Mosaic's new Community Benefits Officer.



Mosaic staff mentors, from left to right: Shalini, Cecille, Pepe, Jose, Mac and Paulette.

"ACCES Employment did an excellent job hosting a well attended event and their mentee candidates were polished, professional and well prepared." There were more than 100 mentees in attendance.

### **Mosaic's Response to COVID-19**

In March 2019, the COVID-19 virus level was raised to a pandemic level by the World Health Organization and the Province of Ontario declared a state of emergency. Together with the Contracting Authority, we agreed to cancel or postpone public events to protect the health and safety of workers and the public to fully support public health agencies efforts to manage this public health crisis. As a result, a recruitment event scheduled for March 19 at the Humber College and scheduled meeting with Duke Heights BIA were postponed by the organizers.

During the COVID-pandemic, new job postings and interviews will be limited to essential or high priority postings as part of Mosaic's efforts to protect the health and safety of the public, its workers and their families. We are committed to complying with the advice of public health agencies to stop the spread of COVID-19 and any interviews arranged at this time will take place using virtual technology.

### **3.2 Job openings this quarter (as at March 19):**

- Accounts Payable Coordinator -filled
- Community Benefits Specialist - filled
- Community Relations Specialist
- Commissioning Manager
- Design Coordinators
- Operations Engineer
- Requirements Administrator – filled
- Systems Communications Lead
- Track Superintendent
- IT Assistant (Contract)
- HR Co-op (4 months)

**We're hiring**

for the

**Finch West Light Rail Transit project**

[www.mosaictransit.com](http://www.mosaictransit.com)



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### 3.3 Advertising via Social Media Platforms

Using multiple promotional tools, Mosaic shared public information about job opportunities on the project. In addition to sharing information with various workforce agencies in the community, we partnered with Contracting Authority to advertise job openings using their social media platform @FinchWestLRT. We also advertised in a local community newspaper and in a local daily newspaper.

#### Facebook



**Downsview Advocate**  
Published by @Shabari Lenghi [?] · February 14 at 11:13 AM · 🌐

Mosaic Transit Group is looking for potential talent to join the team. For details visit <http://www.mosaictransit.com/jobs.html>  
#jobs #employment #hiring #mosaictransit #toronto #ontario

**MOSAIC TRANSIT GROUP** **We're hiring**

Interested in building a career in the transit infrastructure sector? If you have experience building rail projects and want to be part of the team designing and building the Finch West LRT, come join Mosaic Transit Constructors.

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

Job opportunities for:

- Systems Communications Lead
- Systems, Safety and Security Manager
- Commissioning Manager
- Track Superintendent
- Junior Design Coordinator
- Community Relations Specialist

For details, visit [www.mosaictransit.com/jobs](http://www.mosaictransit.com/jobs)

To apply, send us your cover letter and resume to: [workforce@mosaictransit.com](mailto:workforce@mosaictransit.com)


We thank all applicants for their interest, however, only those selected for further consideration will be contacted.

[workforce@mosaictransit.com](mailto:workforce@mosaictransit.com)

2,619 People Reached 77 Engagements [Boost Post](#)

1 2 Shares

#### Twitter



**Tweet Analytics**

**Downsview Advocate** (@DownsviewA)  
Mosaic Transit Group is looking for potential talent to join the team. For details visit <http://www.mosaictransit.com/jobs.html>  
#jobs #employment #hiring #mosaictransit #toronto #ontario  
[twitter.com/DownsviewA](https://twitter.com/DownsviewA)

Impressions: 457  
Total engagements: 13  
Likes: 5  
Media engagements: 4  
Retweets: 3  
Link clicks: 1

### 3.4 List of Trade Opportunities

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

- Electricians/security fencing
- Roofers
- Concrete/metal works/framing
- Ironworks/tiling/painting/drywall/installation of shelving
- Installation of toilet partitions and lockers, miscellaneous
- Millwork, window blinds, furniture

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- 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

#### 4.0 Increased Access to Sub-contractor Information

Skilled tradespeople are hired on the project by sub-contractors to Mosaic Transit Constructors. Mosaic has provided an updated list of sub-contractors currently working on the project along with the sub-contractors' point of contact on our website at:

<http://www.mosaictransit.com/skilledtrades.html>

#### 5.0 Supporting Community-Based Businesses

Constructing this project requires the support of local businesses. Mosaic supports community businesses that are directly impacted by our construction activities by purchasing available goods and services and by preparing Shop Local campaigns, such as one that we ran in February 2020. It was promoted on a Metrolinx Twitter platform @FinchWestLRT and advertised in these local newspapers in November and December: Share News, Downsview Advocate, North York Mirror and Etobicoke Guardian. To support Contracting Authority's community engagement activities, Mosaic also interviews local business owners and write stories or produce stories about local businesses to be published in Metrolinx's project newsletter or on its website.

##### 5.1 Winter 2020 Local Business promotions

Sample stories produced in digital and print formats to promote local businesses along the project corridors in the first quarter of 2020. Products appeared at: [www.mosaictransit.com/stories](http://www.mosaictransit.com/stories) and @FinchWestLRT





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**Hidden Gems**

Nestled in the corridor where the Finch West Light Rapid Transit line is being built are many small, independently owned restaurants.

The Finch West corridor is one of the most culturally diverse in the GTA and boasts a population from all the continents, including Asia, Europe, Africa and the Americas. With so much diversity comes many hidden gems, like The Islands Caribbean Cookshop located at 4700 Keele, Unit 107 D.

A “100 percent homegrown” Jamaican team is responsible for The Islands Caribbean Cookshop on the York University campus says partner Bradley Chin. He is part of the five-member team, all of whom are Jamaican-born or trace their roots back to the island. In 2013, they put in a proposal to open this popular spot and currently, with a staff of 15 students who work part-time, they dole out an assortment of island treats. Jerk chicken is their most popular and patties follow, especially because they’re easy to eat on the run.

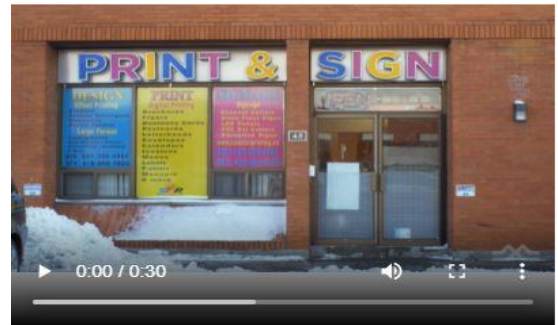
Chin, who hails from Mandeville, says Jamaican food has grown in popularity



because people in Toronto are traveling to Jamaica more, and its diverse population is “not afraid to branch out and try something different.”

“People have gravitated to Jamaican food because it’s quite comforting and affordable,” Chin says.

The partners are doing so well they’ve recently signed on to Uber Eats and are expanding to a new location at Yonge and Sheppard at the end of the month.



To increase local suppliers' awareness of opportunities to provide following goods and services required for York University's laydown area, Mosaic advertised business opportunities at [www.mosaictransit.com](http://www.mosaictransit.com) and liaised with representatives of the Duke Heights and Emery Village Business Improvement Areas (BIAs):

- Fencing and 9-metre gate
- Office furniture
- Double restroom trailer
- Hot- and cold-water dispenser
- 5-gallon water bottles
- Cleaning services for on-site trailer

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Community investment for Q1 2020 as of March 31, along the project corridor is summarized in the table below:

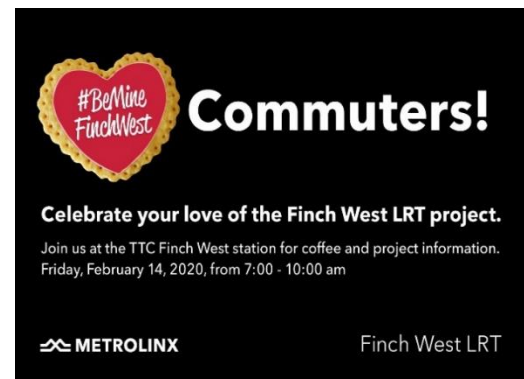
*Table 5.1: Finch West LRT Spend as at March 31, 2020 (Dollar amounts are rounded up or down to the closest decimal point)*

Category	Spend to date
Social Enterprise: <ul style="list-style-type: none"> <li>• Printing</li> <li>• Catering</li> <li>• Disadvantaged Business (DB) Owners</li> </ul>	\$ 35,781.00
Community-Based Investment: <ul style="list-style-type: none"> <li>• Small business suppliers</li> <li>• Office rental</li> <li>• Local subcontractors</li> </ul>	\$958,101.00
<b>Total Community Investment</b>	<b>\$993,882.00</b>

## 6.0 Community Engagement

### 6.1 #Be Mine Finch West

In addition to working to support local residents and businesses based in the community with employment and procurement opportunities respectively, we are also making ourselves accessible to community members through initiatives like the Commuter Outreach on February 14, 2020 at the Finch West Subway Station. We used this opportunity to engage the commuters and promote our Shop Local program.



### 6.2 All Aboard the Finch West LRT

A week of free interactive in-person activities planned in partnerships with local libraries and malls to engage young children and their parents about the Finch West LRT project over the March Break are now **online** at <http://www.mosaictransit.com/story.html>

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## Building My Finch West LRT



Finch West LRT

## Using Recyclables To Build A Train And Rail Car



- How to make a train engine?**
- **Step 1** Choose a box and tape off any open ends.
  - **Step 2** Cut a toilet paper roll into two.
  - **Step 3** Use one half of the tube as the steam pipe. Use the other half of the toilet paper roll as the roof of the engine.
  - **Step 4** Paint the box in your favourite colour and let it dry.
  - **Step 5** Then paint four wheels black and let them dry.
  - **Step 6** Once the box has dried. Don't forget to draw the windows and doors.
  - **Step 7** Once the second coat of paint is dried, use glue to put on the wheels.
- How to make a railcar?**
- **Step 1** Choose a box and paint it in your favourite colour.
  - **Step 2** Then paint four wheels black and let them dry.
  - **Step 3** Once the first coat of paint is dry, paint a second coat on the box. Don't forget to draw in the windows and doors.
  - **Step 4** Stick four black wheels on either corners of the box and now your railcar is ready.
- Connect the Engine and the railcar one behind the other by taping the string on the bottom of the boxes to complete building your train.
- How to make the rail tracks?**
- **Step 1** Place two popsicle sticks parallel to each.
  - **Step 2** Apply glue to both.
  - **Step 3** Now place other popsicle sticks horizontally across the two sticks and let the glue dry.
  - **Step 4** Turn over the popsicle stick structure and now you have created the train tracks.

 [www.metrolinx.com/finchwestlrt](http://www.metrolinx.com/finchwestlrt)  @FinchWestLRT

In lieu of the live interactive activities, we worked with Metrolinx to post online a family friendly video that explains the construction of the surface stops on the Finch West LRT project and instructions for an arts and crafts activity using recyclable materials to build trains and tracks at [www.mosaictransit.com](http://www.mosaictransit.com)

### 6.3 International Women's Day

Mosaic, Metrolinx and Lassonde School of Engineering at York University were working together to plan and organize a panel discussion with female leaders in the construction sector to mark International Women's Day. The event was planned for late March and prior to promoting this initiative to students and community members, the organizers made the decision to avert meetings with large groups and postpone the event to fall 2020.

Finch West LRT



## Women in Construction Let's Change the Story



Join Lassonde School of Engineering at York University, Metrolinx and Mosaic Transit

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## 7.0 Community Benefits 2020 Work Plan

Table 7.1: Work Plan

Month	Plans
January	<b>Workforce development:</b> Meetings with Stakeholders to discuss issues and concerns regarding employment opportunities in the community
February	<b>Community Engagement:</b> Raise awareness of project schedule and answer questions and concerns
March	<b>Jobseeker Engagement:</b> Job fair at Rexdale Women's Centre
April	<b>Business Support:</b> Showcasing businesses in the community
May	<b>Apprenticeship/Trades Expo:</b> Highlighting employment/training opportunities available for youth in the trades
June	<b>Jobseeker Engagement:</b> Employment training and mentorship session
July 11	<b>Community Support/Engagement:</b> Tastes & Sounds of Jane & Finch
August	<b>Youth Engagement:</b> Jane-Finch Back-to-School event
September	<b>Business Support:</b> Community Business Opportunities Session
October	<b>Jobseeker Engagement:</b> Employment information session
November	<b>Youth Engagement:</b> Mentorship through <i>Take Our Kids to Work Day</i> Initiative
December	<b>Community Improvement:</b> Out of the Cold / Youth homelessness initiative



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## 8.0 Q1 Community Benefits Activities

Table 8.1: Activities to Date

Date	Type	Community/Audience/Name	Location
January	Interviews	Met and interviewed several applicants for the Community Benefits roles	555 Hanlan Drive
January 21 <sup>st</sup>	Meeting	Stakeholder Meeting with United Way and City of Toronto	FWLRT Community Office, 2540 Finch Avenue West
January 23 <sup>rd</sup>	Meeting	STEP to Construction Advisory meeting	Northview Heights Secondary School, 550 Finch Avenue West
February 14 <sup>th</sup>	Event – Be Mine FWLRT	Commuters	Keele Subway station
February 20 <sup>th</sup>	Event - Peel Speed Mentoring	ACCES Employment	City of Mississauga, 300 City Centre Drive, C Banquet, 12th floor
March 12	Event - Job Fair	Rexdale Women's Centre	21 Panorama Court Community Room
March 12	Event - Symposium	University of Guelph-Humber's Family & Community Social Services	205 Humber College Blvd.
March 16 - 20	March Break Activities	Various libraries and malls (restructured)	Moved online
March 19	Meeting	Duke Heights BIA (cancelled)	2 Champagne Drive, Suite C9 – 205 Toronto
March 19	Event - Job Fair	Humber College Employer Recruitment Event (rescheduled)	205 Humber College Blvd.
March 25	Event	International Women's Day at York University (rescheduled to October 2020)	York University, Lassonde School of Engineering
March 25	Meeting	Brainstorming Session with TCBN and Construction Connections	Zoom Meeting

MTC-COM-RPT-00003	<b>Community Benefits and Liaison Plan – Q1 Quarterly Reports (January 1 – March 31, 2020)</b>	
<b>Revision No. 00A</b>	Owner: Cecille Chin	Finch West LRT

## 9.0 References

- City of Toronto. (2018). *City Planning 2016 Census Profile 2018 25-Wards Ward 01*. Toronto: Toronto City Planning, Strategic Initiatives, Policy & Analysis.
- City of Toronto. (2018). *City Planning 2016 Census Profile 2018 25-Wards Ward 07*. Toronto: Toronto City Planning Strategic Initiatives, Policy & Analysis.
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