



February 1, 2021

RE: Support for the Advancement of City of Toronto's Community Benefits Framework

Dear City of Toronto Mayor and Council,

The City of Vancouver's Community Economic Development team from Social Policy and Projects is in support of advancing the City of Toronto's Community Benefits Framework.

Our team designed and implemented the City of Vancouver's Community Benefit Agreement Policy and has been connecting with the City of Toronto to provide support and share learnings and resources as they developed the Toronto Community Benefits Framework.

Through developing and piloting Vancouver's CBA policy on the Parq Vancouver Casino project, we can attest to the importance of having the appropriate staffing and resources to develop the back-end infrastructure to successfully implement community benefits on large development projects.

We learned that there is a need for a Third Party Monitor, hired by the developer to support monitoring and evaluation of CBA compliance and to facilitate connections to community resources. We heard from Parq Vancouver's Third Party Monitor that each development project should have its own regularly scheduled project meetings, facilitated by City staff in collaboration with the Third Party Monitor, to help coordinate upcoming employment and procurement opportunities with the community and ensure that there is capacity to meet the project's demands and CBA targets. We also identified the need for a higher level working group to monitor the policy's trends and gaps, document how the policy can adapt to ensure efficiency and success over time, as well as to coordinate resources to help build the capacity of our local non-profit and trade sectors to respond to CBA demands going forward.

Therefore, over the last year, the City of Vancouver contracted additional services from Buy Social Canada to support us with the development of a CBA Policy implementation toolkit, community engagement framework, and evaluation and monitoring systems. This included designing educational presentations, "how-to guides for developers and general contractors, organizing a monthly city-wide Community Benefit Agreement Working Group comprised of industry experts, requiring that developers hire a Third Party Monitor, facilitating project-specific working groups to help developers meet CBA compliance targets, and creating standardized employment and procurement projection and reporting tools to support consistent reporting across multiple development projects.

We can confirm that these implementation tools for our CBA Policy are absolutely necessary for its success and would recommend that the City of Toronto allocate resources to the

development of similar implementation tools and advisory committees for its Community Benefits Framework.

For some perspective, our staffing component at the City of Vancouver includes one full-time CED planner, one part-time planner, along with external support from Buy Social Canada to implement our CBA Policy on seven development projects for 2021. Looking ahead to 2022, we will be advocating for resources to hire an additional full-time CBA Planner to support our existing team with implementation as the number of development projects increases.

We recognize that there is no Canadian precedent or model that works for every scenario; and as municipalities we will continue to learn from each other and build a cross-municipal community of practice and sharing mechanisms as we implement our respective community benefits policies.

We look forward to seeing the evolution of the City of Toronto's Community Benefits Framework and to continue learning from one another. If you have any questions or concerns, please do not hesitate to reach out. We are happy to provide our support and share more information about what we have learned in implementing Vancouver's CBA Policy.

Kind regards,

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