

**Community Benefits Ad Hoc
Working Group 3
Meeting#2**

November, 22 2021

Agenda

Item	Lead	Time
Welcome & land acknowledgement	Working group chair	5 mins
Introductions & recap of kick-off meeting	All (group discussion)	15 mins
Proposed high-level roadmap for working group	All (breakout sessions, followed by group discussion)	85 mins
Pulse check-on membership based on roadmap	All (group discussion)	10 mins
Next steps	Working group chair	5 mins

Members – Working group 3: Community benefits WFD monitoring and evaluation framework

Name	Type (City partner or external partner)
Humber College	Anchor institution (college)
Engineering and Construction Services (ECS)	City division or agency
Economic Development & Culture (EDC) – IMIT Program	City division or agency
Social Development, Finance and Administration (SDFA) – Rexdale CBA	City division or agency
Toronto Employment and Social Services (TESS)	City division or agency
Toronto Community Housing Corporation (TCHC)	City division or agency
Toronto Community Benefits Network (TCBN)	Community partner
ACCES Employment	Community partner
Jay Dee Canada, ULC	Developer
International Union Of Painters & Allied Trades DC46	Union
Hammer Heads (Central Ontario Building Trades)	Union
LIUNA Local 183	Union
Carpenters Union	Union

Working group 3: How are you feeling today?



Recap of kick-off meeting

Common characteristics

- Positive about M&E
- Shared view of the M&E's critical role
- Interest in job seekers' outcomes and their personal journey
- Willingness to learn from each other

Objectives & roles

- Space to problem solve
- We all have a role to play in finding solutions
- Shared ownership of deliverables and M&E products

Shared understanding of challenges & opportunities

- Standardized and systematic approach to M&E is critical
- Capture socio-demographic data, outputs, progress and outcomes
- Build upon existing practices and integrate lessons learned
- Employer informed framework
- Streamlined, flexible and targeted approach
- Accountability, learning, story telling

Revised objectives – working group 3

Themes	Description of Key Challenges with Community Benefits Implementation	Opportunities to Problem Solve through Working Group
Tracking and Monitoring Compliance	<ul style="list-style-type: none"> • Fragmented and uncoordinated tracking and monitoring approach for documenting, validating and reporting on community benefits workforce development efforts and intended social and economic outcomes. • Limited disaggregated data on local or social hires, to understand the achievement of workforce development targets and the socio-demographic profile of the program participants. • Inadequate capacity to develop necessary tools and provide continuous implementation support (e.g. guidelines, socio-demographic indicators, integrated data collection and reporting system). 	<ul style="list-style-type: none"> ○ Coordinated and consistent approach to data collection, analysis and reporting across the City CB WFD initiatives. ○ Job seekers and employer-informed M&E framework to ensure that measured outcomes and data collection tools are relevant and meaningful to both job seekers and employers. ○ An actionable monitoring and evaluation framework to systematically capture the progress, outcomes, impacts and learnings to support continuous improvement, program accountability and evidence-informed decision-making for specific projects and across City CB WFD initiatives.

Revised scope— working group 3

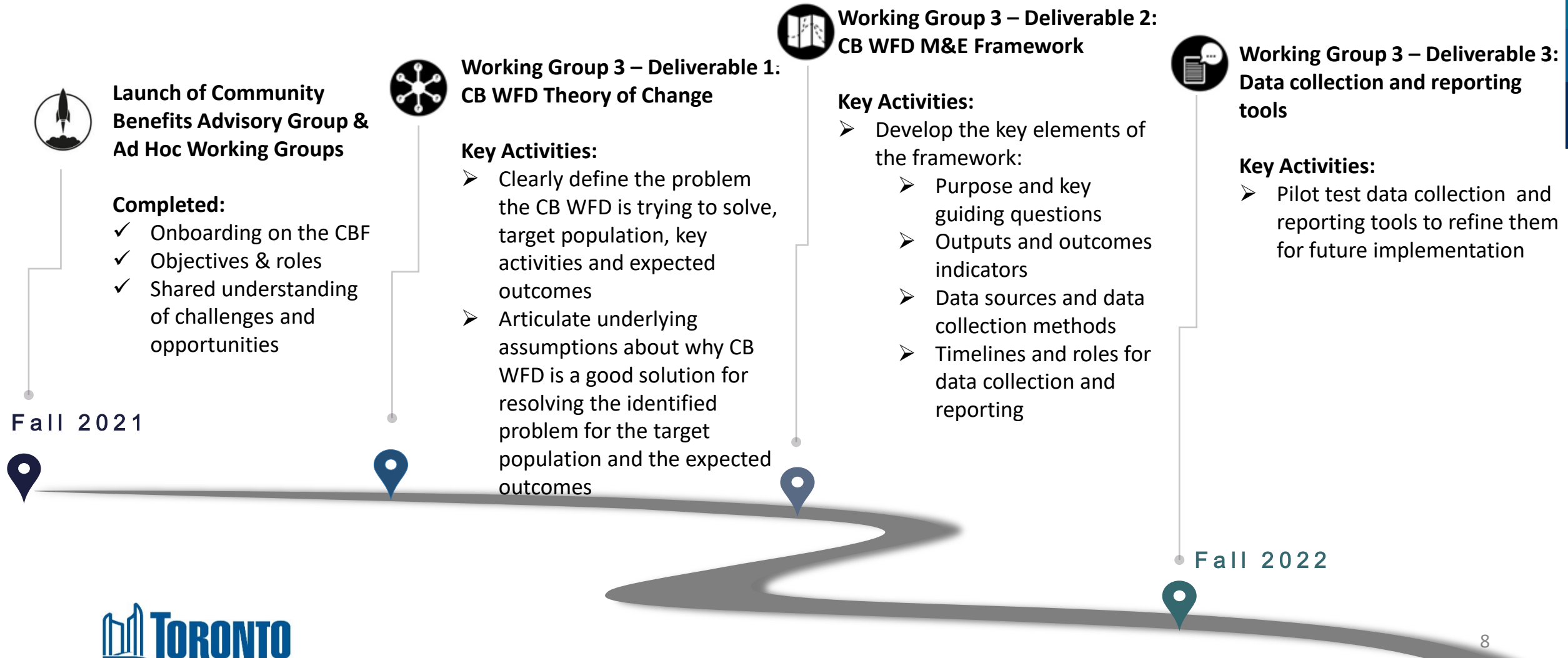
In Scope

- Address City community benefits implementation challenges focused on M&E of the workforce development component
- Inform the development of the CB's workforce development theory of change which includes identification of the key beneficiaries and key outcomes
- Inform the development of the CB's workforce development M&E framework, including key outcome and output indicators, data collection and reporting tools
- **Inform the development of the foundational M&E framework to collect relevant outputs and outcomes data that can be used to inform more targeted evaluation work in a future (e.g. ROI or SROI)**
- Inform "how to" CB's workforce development M&E protocols and processes, including options for an online and centralized data integration system

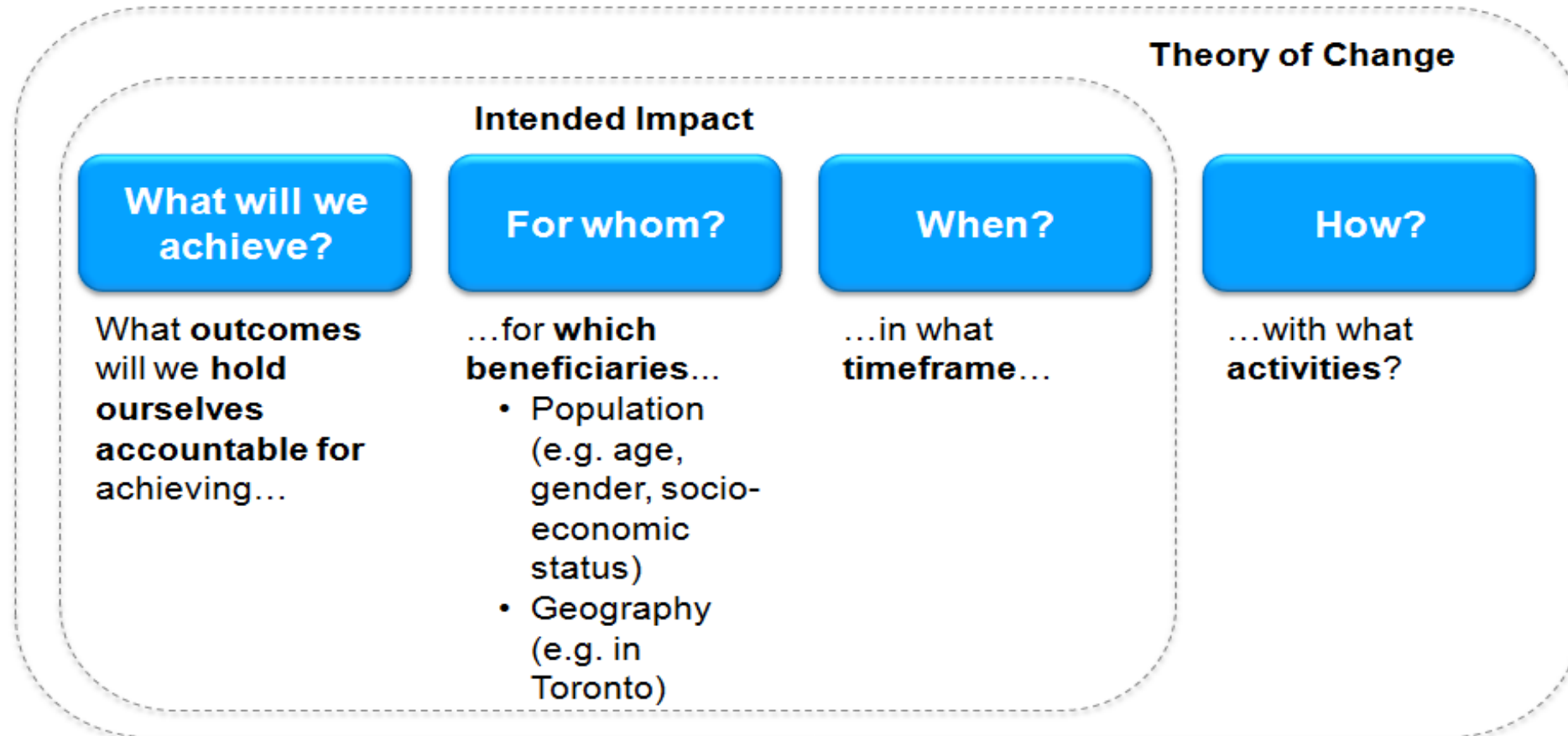
Out of Scope

- Monitoring and evaluation framework for the supply chain diversity component of the City's CBs
- **Hiring forecasting and** target setting and project selection for community benefits initiatives
- Community benefits initiatives outside the City of Toronto (e.g. Metrolinx projects) **but use the learnings from these initiatives to inform our work**
- Design of monitoring and evaluation frameworks for employment and training programs and services in Toronto
- Changes to contractual language for existing agreements with community benefits clauses at the City of Toronto
- **Conduct targeted economic evaluation (e.g., ROI) but build the M&E framework that will provide relevant information to feed into the any targeted program evaluation process**

Proposed roadmap – CB WFD monitoring and evaluation framework



Deliverable 1: CB WFD Theory of Change



Deliverable 1: CB WFD Theory of Change cont.

Situation

What is the problem in the city that CB WFD is trying to address?

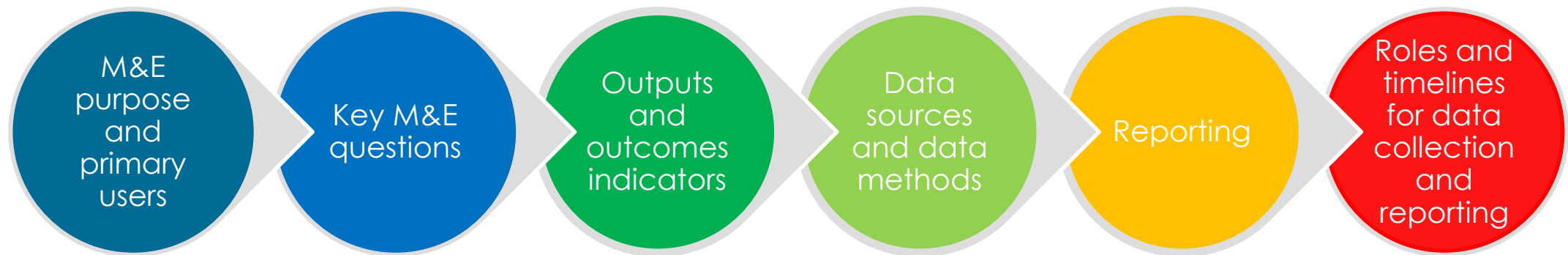
Response

What is that CB WFD is doing to address the problem and bring about the desired change?

Result

What is the desired change that CB WFD is expected to bring about?

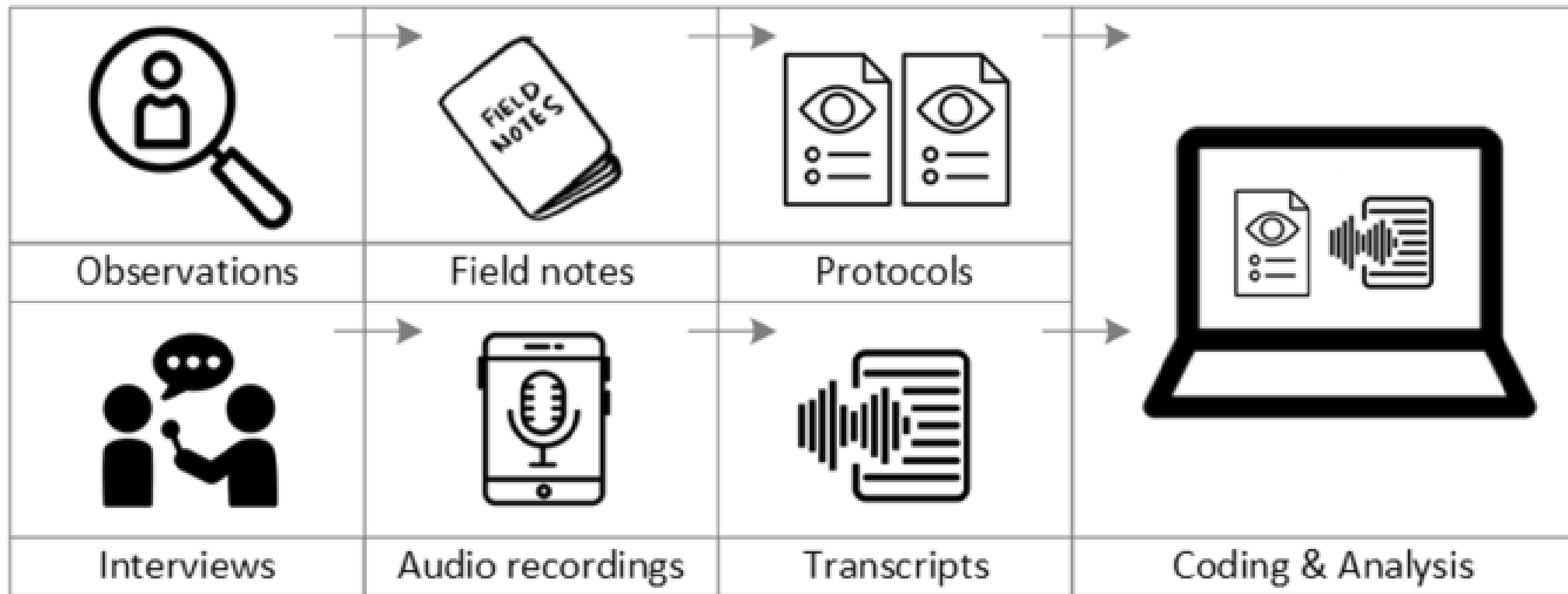
Deliverable 2: CB WFD M&E Framework



M&E Framework: Simplified example

Outcome	Key M&E question	Indicators	Data source	Data collection method and timeframe	Data collection role	Reporting frequency and use
Job seekers are better prepared for pursuing available job opportunities in the construction sector	How well is the CB WFD initiative preparing job seekers for available employment opportunities in the construction sector?	<p># and % of job seekers/program participants who received relevant industry recognized certificate through the WFD initiative</p> <p># and % of job seekers/program participants who report better understanding of the requirements of the construction jobs they are interested in</p>	<p>Employment service agency</p> <p>Job seekers/program participants</p>	<p>Administrative program data (post-training)</p> <p>Post-training survey for job seekers</p>	Program manager from the employment service agency	Annual report for the CB WFD Advisory Board and program partners prepared by the Program Researcher

Deliverable 3: Data collection and reporting tools

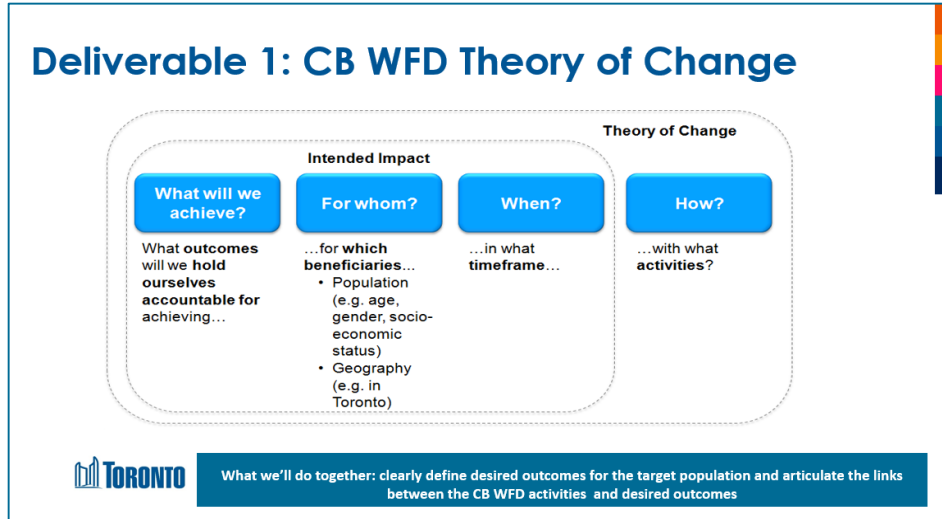
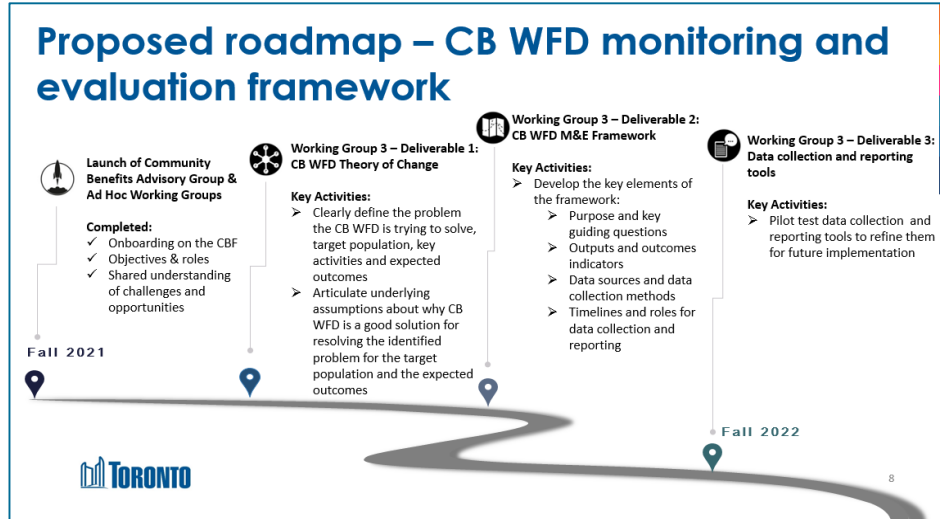


Group discussion on proposed roadmap and deliverables

We are going to break into smaller groups to discuss the following...

- What are your thoughts on the proposed roadmap and how it enables the working group to meet its objectives?
 - What would it take to achieve these deliverables by Fall 2022?
 - Are there other opportunities to meet our objectives that are missing?
- What are some of the activities that your organization is already doing that aligns with the roadmap and deliverables?
 - Deliverables / activities your organization can best support?
 - Deliverables / activities your organization can potentially lead?

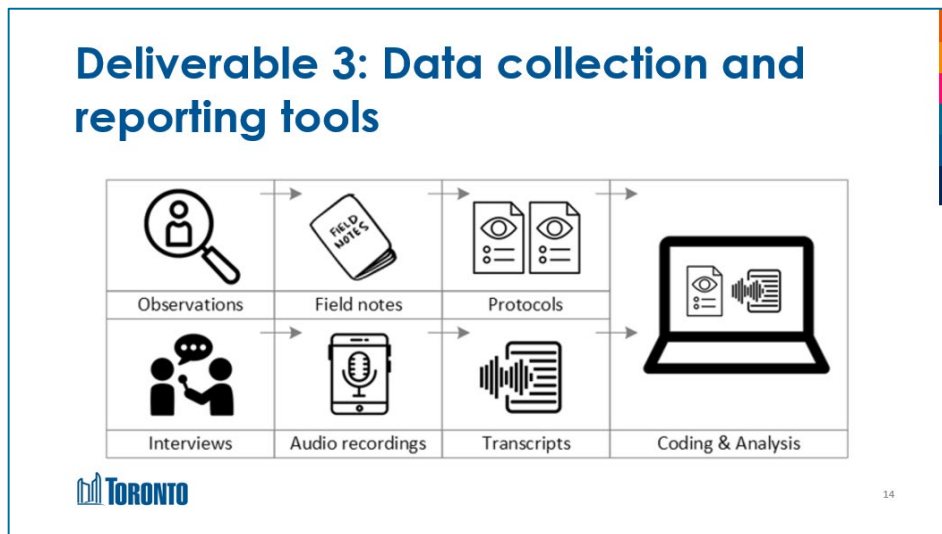
Group discussion



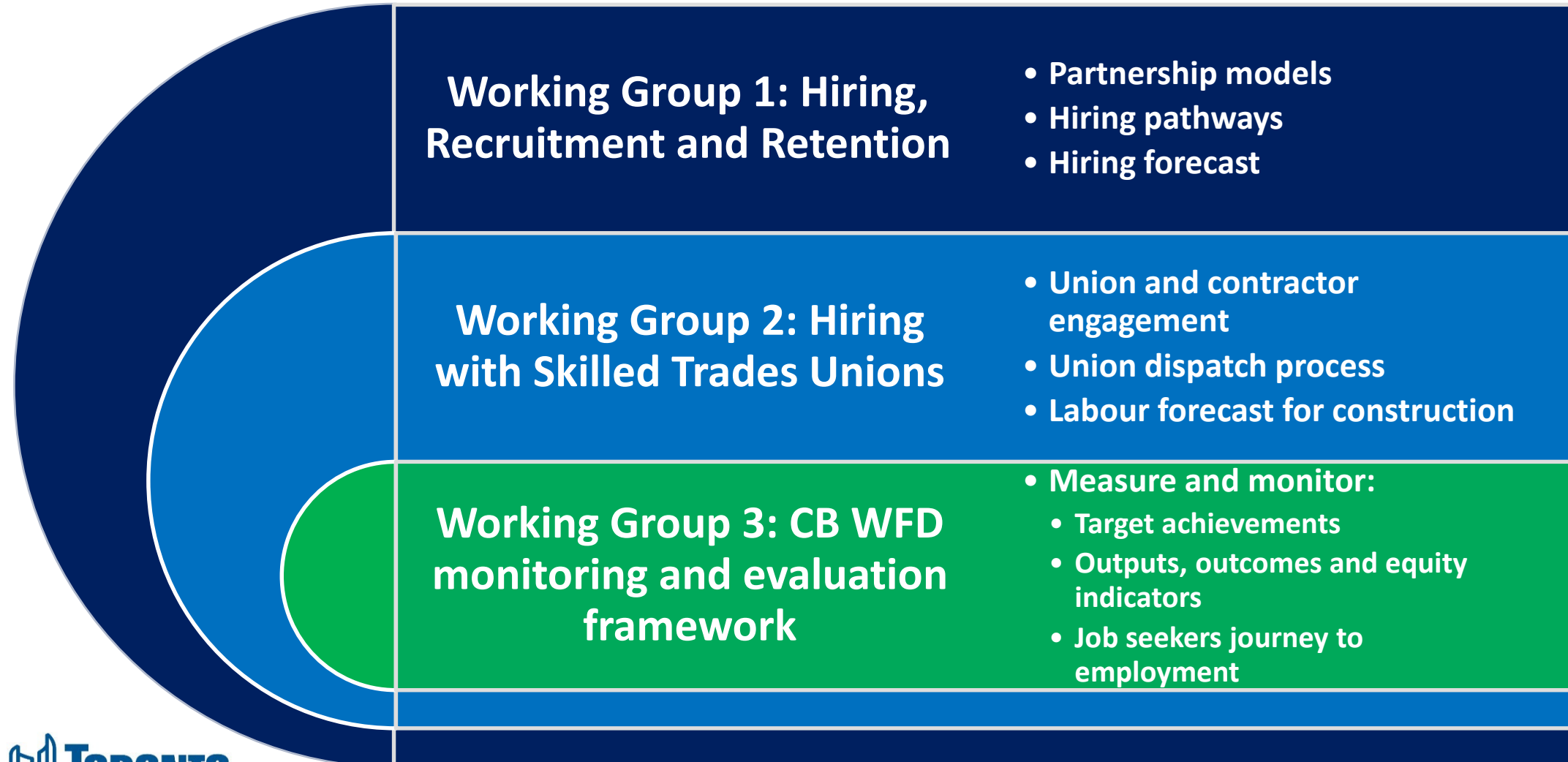
Deliverable 2: CB WFD M&E Framework

Outcome	Key M&E question	Indicators	Data source	Data collection method and timeframe	Data collection role	Reporting frequency and use

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Interdependencies with other working groups



Pulse check-on membership

Reflecting on the objectives and roles and the proposed roadmap for this working group, we want to make sure that we still have the right members at the table...

- Do we have the right representation at this table?
- Is there anyone missing from the working group?

Next steps

❖ What to expect at the next meeting:

- City of Toronto staff updates on progress with the roadmap and M&E deliverables
- Presentations from members of the working group on their tested practices of developing the CB WFD M&E framework
- Workshop to review the first draft of the CB WFD Theory of Change

❖ What to prepare ahead of the next meeting:

- Report back to broader Community Benefits Advisory Group on December 14th
- Responses in December to doodle poll for 2022 meetings
- Updates to working group membership (if any)
- Presentation on tested practices from your organization for 2022... **volunteers?**

Thank you!