

**Community Benefits Ad Hoc  
Working Group 3  
Meeting#3  
March, 25 2022**

# Agenda

| Item                                       | Lead  | Time    |
|--|---|---------|
| Welcome & land acknowledgement             | Working group chair                                   | 5 mins  |
| Introductions & check-in                   | All   | 15 mins |
| Pulse check: Collaboration Spectrum        | All   | 20 mins |
| CB WFD Theory of Change (ToC) presentation | Working group chair                                   | 15 mins |
| Individual comments/break                  | All   | 10 mins |
| ToC discussion                             | All (breakout sessions, followed by group discussion) | 50 mins |
| Next steps                                 | Working group chair                                   | 5 mins  |

# Check-in: Pick your pup

Select the picture that best describes how you are feeling today.



Ready for business



Focused



I woke up like this



It wasn't me



Need a nap



Ready to ship!



In a situation not of my choosing



Whatever



Stressed



Feeling cute

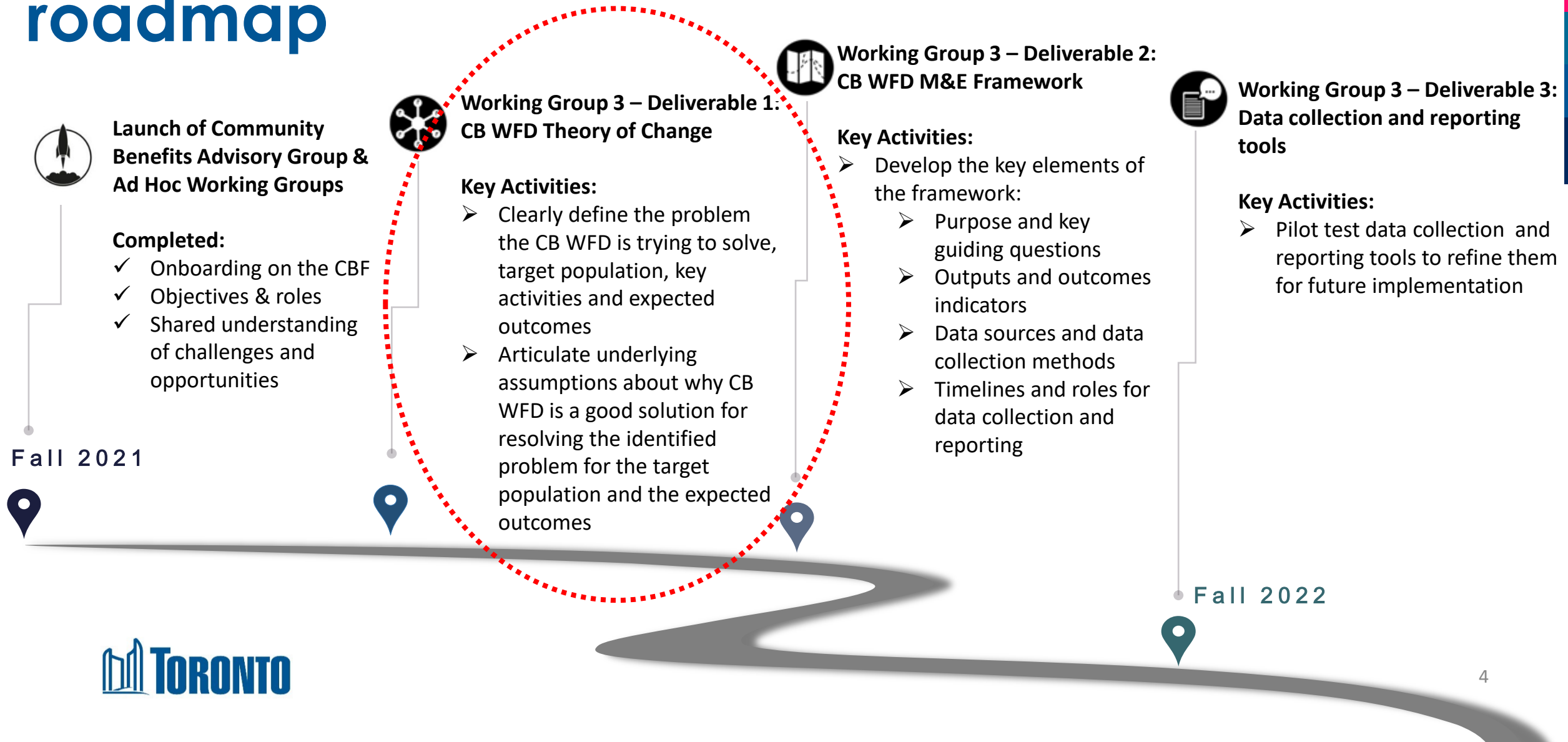


Is it Friday?



Delighted

# Recap of our previous meeting: Proposed roadmap



# The Collaboration Spectrum

| Compete   | Co-exist                                   | Communicate   | Cooperate   | Coordinate   | Collaborate   | Integrate                                     |
|---|--|---|---|--|---|---|
| Competition for clients, resources, partners, public attention. | No systematic connection between agencies. | Inter-agency information sharing (e.g. networking). | As needed, often informal, interaction, on discrete activities or projects. | Organizations systematically adjust and align work with each other for greater outcomes. | Longer term interaction based on shared mission, goals; shared decision-makers and resources. | Fully integrated programs, planning, funding. |

**Task 1:** Our current level of collaboration within this group: Where are we now?

**Task 2:** Our desired level of collaboration within this group: Where would we need to be?

[Link Mural](#)

# Deliverable 1: CB WFD Theory of Change

## Situation

What challenging situation within the City of Toronto is the CB WFD trying to address?

## Response

What is it that CB WFD is doing to address this challenging situation and bring about desired change?

## Result

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

The world of work is rapidly changing creating unique challenges for people facing systemic barriers to employment and increasing their risk of living in poverty.

**Job seekers:**

Many people from Indigenous, Black and equity-deserving communities including women, persons with low income, immigrants, refugees, 2SLGBTQ, persons with disabilities, racialized communities, and vulnerable youth face unique systemic barriers that interfere with their success in getting and retaining employment.

**Employers:**

There is a mismatch of supply and demand in the current labour market and employers in many sectors are struggling to find needed talent and diversify their workplace. Employers are facing growing pressures in terms of an aging workforce, declining workforce participation rate and increasing demands for participating in CB initiatives and contributing to diversity, inclusion and equity through social and local hiring.

**Employment System:**

Fragmented and uncoordinated employment system in Toronto and Ontario has not kept pace with the rapid labour market changes and does not meet the needs of job seekers and employers. The current employment system generally funds training services that are too often not connected to industry and employer feedback, hiring needs, or business operations.

Situation

City's approach to addressing this situation: CB WFD

WFD activities within the City's CB initiatives

Priority outcomes: Building blocks to achieving a long-term impact

Long-term impact



Improved economic and social conditions for people facing systemic barriers to employment and reduced risk of living in poverty:

- Secured employment in well-paid and quality jobs
- Improved economic-well being

The world of work is rapidly changing creating unique challenges for people facing systemic barriers to employment and increasing their risk of living in poverty.

**Job seekers:**

Many people from Indigenous, Black and equity-deserving communities including women, persons with low income, immigrants, refugees, 2SLGBTQ, persons with disabilities, racialized communities, and vulnerable youth face unique systemic barriers that interfere with their success in getting and retaining employment.

**Employers:**

There is a mismatch of supply and demand in the current labour market and employers in many sectors are struggling to find needed talent and diversify their workplace. Employers are facing growing pressures in terms of an aging workforce, declining workforce participation rate and increasing demands for participating in CB initiatives and contributing to diversity, inclusion and equity through social and local hiring.

**Employment System:**

Fragmented and uncoordinated employment system in Toronto and Ontario has not kept pace with the rapid labour market changes and does not meet the needs of job seekers and employers. The current employment system generally funds training services that are too often not connected to industry and employer feedback, hiring needs, or business operations.

Situation

City's approach to addressing this situation: CB WFD

Maximize the use of City of Toronto levers such as procurement, financial incentives, real estate transactions to incorporate workforce development requirements into the contractual agreements and provide employment opportunities to residents who have been historically excluded from these opportunities.

• Construction Hiring

• Professional, Administrative and Technological (PAT) Hiring

• Place-based Workforce Integrator

WFD activities within the City's CB initiatives

Priority outcomes: Building blocks to achieving a long-term impact

Long-term impact

Improved economic and social conditions for people facing systemic barriers to employment and reduced risk of living in poverty:

- Secured employment in well-paid and quality jobs
- Improved economic-well being



The world of work is rapidly changing creating unique challenges for people facing systemic barriers to employment and increasing their risk of living in poverty.

**Job seekers:**

Many people from Indigenous, Black and equity-deserving communities including women, persons with low income, immigrants, refugees, 2SLGBTQ, persons with disabilities, racialized communities, and vulnerable youth face unique systemic barriers that interfere with their success in getting and retaining employment.

**Employers:**

There is a mismatch of supply and demand in the current labour market and employers in many sectors are struggling to find needed talent and diversify their workplace. Employers are facing growing pressures in terms of an aging workforce, declining workforce participation rate and increasing demands for participating in CB initiatives and contributing to diversity, inclusion and equity through social and local hiring.

**Employment System:**

Fragmented and uncoordinated employment system in Toronto and Ontario has not kept pace with the rapid labour market changes and does not meet the needs of job seekers and employers. The current employment system generally funds training services that are too often not connected to industry and employer feedback, hiring needs, or business operations.

Situation

City's approach to addressing this situation: CB WFD

Maximize the use of City of Toronto levers such as procurement, financial incentives, real estate transactions to incorporate workforce development requirements into the contractual agreements and provide employment opportunities to residents who have been historically excluded from these opportunities.

• Construction Hiring

• Professional, Administrative and Technological (PAT) Hiring

• Place-based Workforce Integrator

**Activities for job seekers**

**Building foundations & career exploration**

- Assessment of interests and needs
- Academic upgrading – basic literacy and math skills
- Technical and soft skills training
- Career and employment counseling
- Networking and mentoring

**Career establishment**

- Job search training & coaching
- Job matching
- Union membership and registration
- Work-based learning & work place experience
- Networking & mentoring

**Career maintenance & retention**

- Post-employment job retention support: employees and employers
- Networking and mentoring

**Activities for employers**

**Employer engagement**

- Assessment of job opportunities (forecasting)
- Collaborate with employment service providers and the City to:
  - Participate in recruitment activities & events
  - Hire job ready candidates & support them retain their jobs

**Activities for driving systemic changes**

**Collaboration and capacity building**

- Convene and collaborate with a range of stakeholders across sectors
- Test new models and generate new knowledge, resources and tools to support solutions that meet the needs of job seekers and employers
- Capacity building: Externally (employment service providers & employers) & internally (City's divisions)

Wrap-around support: case management, social, health, wellness and ad-hoc support

Demand-driven approach and multi-sectorial solutions

WFD activities within the City's CB initiatives

Priority outcomes: Building blocks to achieving a long-term impact

Long-term impact

Improved economic and social conditions for people facing systemic barriers to employment and reduced risk of living in poverty:

- Secured employment in well-paid and quality jobs
- Improved economic-well being

The world of work is rapidly changing creating unique challenges for people facing systemic barriers to employment and increasing their risk of living in poverty.

**Job seekers:**

Many people from Indigenous, Black and equity-deserving communities including women, persons with low income, immigrants, refugees, 2SLGBTQ, persons with disabilities, racialized communities, and vulnerable youth face unique systemic barriers that interfere with their success in getting and retaining employment.

**Employers:**

There is a mismatch of supply and demand in the current labour market and employers in many sectors are struggling to find needed talent and diversify their workplace. Employers are facing growing pressures in terms of an aging workforce, declining workforce participation rate and increasing demands for participating in CB initiatives and contributing to diversity, inclusion and equity through social and local hiring.

**Employment System:**

Fragmented and uncoordinated employment system in Toronto and Ontario has not kept pace with the rapid labour market changes and does not meet the needs of job seekers and employers. The current employment system generally funds training services that are too often not connected to industry and employer feedback, hiring needs, or business operations.

Situation

City's approach to addressing this situation: CB WFD

Maximize the use of City of Toronto levers such as procurement, financial incentives, real estate transactions to incorporate workforce development requirements into the contractual agreements and provide employment opportunities to residents who have been historically excluded from these opportunities.

• Construction Hiring

• Professional, Administrative and Technological (PAT) Hiring

• Place-based Workforce Integrator

**Activities for job seekers**

**Building foundations & career exploration**

- Assessment of interests and needs
- Academic upgrading – basic literacy and math skills
- Technical and soft skills training
- Career and employment counseling
- Networking and mentoring

**Career establishment**

- Job search training & coaching
- Job matching
- Union membership and registration
- Work-based learning & work place experience
- Networking & mentoring

**Career maintenance & retention**

- Post-employment job retention support: employees and employers
- Networking and mentoring

**Activities for employers**

**Employer engagement**

- Assessment of job opportunities (forecasting)
- Collaborate with employment service providers and the City to:
  - Participate in recruitment activities & events
  - Hire job ready candidates & support them retain their jobs

**Activities for driving systemic changes**

**Collaboration and capacity building**

- Convene and collaborate with a range of stakeholders across sectors
- Test new models and generate new knowledge, resources and tools to support solutions that meet the needs of job seekers and employers
- Capacity building: Externally (employment service providers & employers) & internally (City's divisions)

Wrap-around support: case management, social, health, wellness and ad-hoc support

Demand-driven approach and multi-sectorial solutions

Priority outcomes: Building blocks to achieving a long-term impact

**Job seekers**

**Educated**

- Gained relevant technical skills and industry recognized credentials and certificates
- Improved soft skills and job search skills

**Empowered**

- Reduced barriers
- Social & finance support needs met
- Expanded work-related networks
- Gained relevant workforce experience

**Employed**

- Gained employment
- Registered with a Union
- Satisfied with the job
- Have opportunities for advancement

**Employers**

- Have a skilled, available and more diverse talent pool
- Better prepared to hire and support people facing systemic barriers to employment retain their jobs

**Employment System**

- Multi-sector partnerships established and collaborative solutions undertaken
- Better coordinated and simplified employment system for job seekers and employers

Long-term impact

Improved economic and social conditions for people facing systemic barriers to employment and reduced risk of living in poverty:

- Secured employment in well-paid and quality jobs
- Improved economic-well being

# Assumptions

## Some of the key assumptions that are underpinning the development and implementation of the City's CB initiatives with WFD requirements

- Key stakeholders within the employment system have a shared vision for change, commitment and capacity to collaborate in order to achieve this vision.
- Job seekers facing multiple barriers to employment are motivated to participate in WFD activities for job seekers.
- Employers are motivated to collaborate with employment and social support providers to participate in WFD activities for job seekers.
- Employment and support services providers understand well both the needs of the employers and job seekers and have capacity to provide adequate pre- and post-employment support to both.
- The City's CB initiatives with WFD requirements provide access to good quality, living wage, full-time and/or permanent job opportunities.
- Employment service providers provide high-quality training programs and support designed to meet the most current and highest standards relevant to specific sectors or industries.
- The workforce requirements are grounded in the context of the local community and understanding of local community needs and job seekers facing systemic barriers to employment.
- The City of Toronto has the capacity and trust from key stakeholders to play the role of a convener in building the infrastructure for the partnership model and implementation of CB initiatives with WFD requirements.

# Mediating Factors: External Context

## Some of the key mediating factors that can facilitate or hinder a success of the City's CB initiatives with WFD requirements

- Provincial and federal employment related policies as well as changing or new government priorities (e.g., Employment Ontario and Social Assistance transformation, Employment Services Transformation).
- Emerging labour market trends (e.g., rise in precarious employment, technological disruption).
- Rising retirement age and aging of the population.
- Employment-related interventions delivered by other organizations.
- Community or global health, financial or any other type of crisis.
- A rapidly intensifying human resource crisis in the community sector.

# Group discussion

## Group 1

- How well does the ToC depict the City's CBs WFD journey from the current situation to the desired situation - where we want to go and the route we will take to get there?
- If you were asked to give somebody the "two minute story" of CB initiatives with WFD requirements how helpful would this ToC be?
- What would be helpful and what would not be helpful? Why?

## Group 2

- To what extent are the relationships between the activities and the outcomes in the ToC logical and defensible?
- How realistic is to expect that the described activities will lead to the intended outcomes?
- Are there important activities and/or outcomes missing from the ToC? Are there activities/outcomes that are not relevant and they should be removed from the ToC?

## Group 3

- How likely are we to achieve the outcomes specified in the ToC with the identified WFD activities?
- In addition to the mediating external factors named in the ToC, what else might impact the likelihood of achievement the outcomes (any other internal or external factors)?
- How well the assumptions about the development and implementation of CB initiatives with WFD requirements resonate with your own/your organization's assumption?

# Comments on the CB WFD ToC

Take 10 minutes to think about the ToC and write your initial thoughts or reactions to it using the sticky notes on the MURAL whiteboard ([link](#))



# Next steps

## ❖ What to expect at the next meeting:

- City of Toronto staff updates and finalize the ToC
- City of Toronto will work with interested WG members to prepare their presentations from members of the working group on their tested CB WFD M&E practices
- The Collaboration Inventory results will be shared and discussed

## ❖ What to prepare ahead of the next meeting:

- WG members interested for presenting on their M&E practices will prepare their presentations and present them during our next meeting on April 29, 2022
- WG members will be asked to complete the Collaboration Inventory

**Thank you!**