

# Community Benefits Advisory Group

AD HOC WORKING GROUP 1 – MEETING 4 – APRIL 25 2022

# Agenda

Item	Lead	Time
Welcome & Land Acknowledgement	Working Group Chair	5 Mins
Introductions & Check-in	All	10 Mins
Collaboration Survey	Working Group Chair	5 Mins
Meeting #3 Recap & Updated <u>Current State</u> Journey Map	CBF Business Analyst	10 Mins
Tested Practices To Improve Jobseekers' Journey	TCBN & ACCES Employment	30 Mins
Deliverable 1 - Hiring Pathways (Desired <u>Future State</u> Of Jobseekers' Journey)	All (Group Discussion, Followed By Breakout Sessions)	55 Mins
Next Steps	Working Group Chair	5 Mins

# Introductions & Check-in

Name, pronouns, position, organization

How are you feeling today, on the Drake Scale



Low Energy

Sad Drake

Happy &

Energized Drake

# Collaboration Survey

How much do you agree or disagree with the following statements on goals and shared vision?






	Average	Count	% of responses		
The people in this group are dedicated to the idea that we can make this project work.	4	4	25%	75%	
I have a clear understanding of what our group is trying to accomplish.	4	4	25%	75%	
People in our group know and understand our goals.	3	4	25%	75%	
My ideas about what we want to accomplish with this group seem to be the same as the ideas of others.	3	4	25%	25%	50%
People in our group have established reasonable goals.	3	4	50%	50%	

Strongly Disagree Disagree Neutral Agree Strongly Agree

N 4

# Collaboration Survey, *cont'd*

How much do you agree or disagree with the following statements on mutual respect, roles and commitment?

	Average	Count	% of responses
I have a lot of respect for the other people involved in this group.	4	4	
Everyone who is a member of our group wants this project to succeed.	4	4	
People involved in our group trust one another.	4	4	
The level of commitment among the group members is high.	4	4	
People in this group have a clear sense of their roles and responsibilities.	3	4	

■ Strongly Disagree  
 ■ Disagree  
 ■ Neutral  
 ■ Agree  
 ■ Strongly Agree

N 4

# Collaboration Survey, cont'd

How much do you agree or disagree with the following statements on cross section of members, self-interest and time for collaboration?







	Average	Count	% of responses
The time is right for this collaborative project.	4	4	
The people involved in our group represent a cross section of those who have a stake in what we are trying to accomplish.	4	4	
All the organizations that we need to be members of this group have become members of the group.	4	4	
My organization will benefit from being involved in this group.	4	4	
Our group has adequate number of people with influence to do what it wants to achieve.	3	4	

■ Strongly Disagree  
 ■ Disagree  
 ■ Neutral  
 ■ Agree  
 ■ Strongly Agree

N 4

# Collaboration Survey, *cont'd*

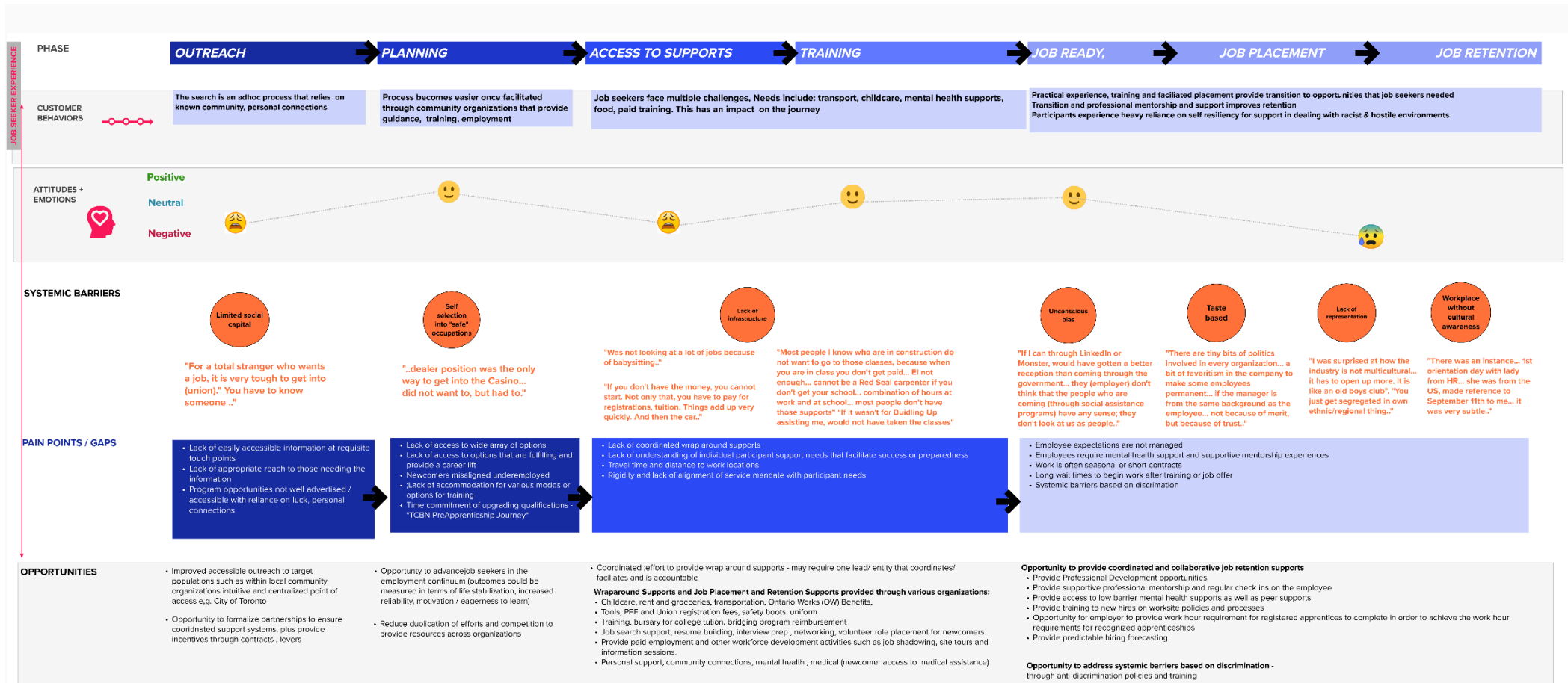
How much do you agree or disagree with the following statements on information sharing, communication and appropriate pace of work?

	Average	Count	% of responses
The people who lead this group communicate well with the members.	4	4	
When the group have discussions, there is always enough time for members to take information back to their organizations to confer with colleagues to inform the work.	4	4	
I am informed as often as I should be about what is going on in the group.	4	4	
Information shared in the group about our activities and deliverables is useful for the members and our joint work.	4	4	
People in this group are open to different approaches to how we can do our work. They are willing to consider different ways of working.	3	4	
This group has been careful to take on the right amount of work at the right pace.	3	4	

■ Strongly Disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly Agree

N 4

# Meeting #3 Recap & Updated Current State Journey Map





# **Tested Practice 1**

**TCBN**

**Addressing Gaps Between Pre-  
apprenticeship &  
Unionized Jobs in Construction**

# Tested Practice 2

## ACCES Employment Engineering Connections: Placement, Job Retention Supports

# Desired Future State of Jobseekers' Journey



# Discussion

Reflecting on the pain points and opportunities in the current state of the jobseeker's journey, we'll dive deeper into the desired future state:

1. What processes and tools are needed to improve jobseekers' experience? What bridging needs to happen from one stage to another? 'WHAT'
2. What systems and partnerships are needed to meet the capacity to better support jobseekers in their journey? 'HOW'
3. Which stakeholders/organizations are best suited for delivering the supports needed to improve jobseekers' journey? 'WHO'

Group 1  
Outreach & Planning

Group 2  
Access To Supports &  
Training

Group 3  
Job Ready & Job  
Placement

Group 4  
Job Retention

# Next Steps

## 1. What To Expect At The Next Meeting:

- City of Toronto staff updates on future state journey map, requirements, processes and roles to improve the jobseeker's journey
- Presentations from members of the working group on tested practices on establishing hiring pathways & forecasting

## 2. What To Prepare Ahead Of The Next Meeting:

- Review draft CBF Future State Jobseekers' Journey Maps
- Presentation on tested practices from your organization on hiring pathways & forecasting... volunteers?

# Thank You

**FOR REFERENCE ONLY**

# Members – Working Group 1

Name	Type (City partner or external partner)
Humber College	Anchor institution (college)
United Way of Greater Toronto (UWGT)	Anchor institution (grant maker)
Toronto Employment and Social Services (TESS)	City division or agency
Toronto Community Housing Corporation (TCHC)	City division or agency
Indigenous Affairs Office (IAO)	City division or agency
Social Development, Finance and Administration (SDFA)	City division or agency
Purchasing Materials and Management Division (PMMD)	City division or agency
Economic Development and Culture (EDC)	City division or agency
East Scarborough Storefront	Community partner
Jane/Finch Community and Family Centre	Community partner
Black Business and Professional Association (BBPA)	Community partner
Toronto Community Benefits Network (TCBN)	Community partner
Labour Education Centre (LEC)	Community partner
Afro Canadian Contractors Association	Community partner
Toronto District School Board (TDSB) - STEP to Construction	Community partner
ACCES Employment	Community partner
Heat and Frost Insulators	Union
LiUNA Local 506 Training Centre	Union
International Union of Painters & Allied Trades (IUPAT)	Union
Carpenters Union	Union
Provincial Building and Construction Trades Council of Ontario	Union
Daniels Corporation	Employer
Tridel	Employer



# Objectives – Working Group 1

Themes	Description of Key Challenges with Community Benefits Implementation	Opportunities to Problem Solve through Working Group
Recruitment	<ul style="list-style-type: none"> <li>• City of Toronto's limited ability to support recruitment, in particular for people who are not on social assistance.</li> <li>• Limited effectiveness of customised recruitment approaches in reaching diverse candidates and those furthest from the labour market for employment opportunities through community benefits.</li> <li>• Limited capacity to tailor job opportunities and recruitment strategies to be more accessible to Indigenous, Black, and equity-deserving communities, while balancing employer needs.</li> <li>• Lack of capacity to coordinate and sustain the level of wraparound supports needed to ensure that candidates are successful in securing and retaining employment.</li> <li>• Lack of appropriate guidelines, processes and tools to support employers and community partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore effective ways to better coordinate recruitment strategies and efforts to reach Black, Indigenous and equity-seeking communities, while balancing employer and community needs.</li> <li>• Identify ways to best coordinate and sustain the level of resident engagement, employer engagement, and wraparound supports needed to ensure that candidates are successful in securing and retaining employment.</li> </ul>
System Coordination	<ul style="list-style-type: none"> <li>• Fragmented and uncoordinated workforce development system in Toronto and Ontario leads to programmatic responses to unemployment that do not sufficiently leverage local assets to meet community needs.</li> <li>• Lack of robust and consistent guidelines, processes, and tools to support stakeholders, such as employers, employment service providers and community partners.</li> <li>• Insufficient resources available to conduct robust labour market analysis (including labour market data, intelligence, forecasting, foresight, and sector expertise) and apply the analysis to inform community benefits initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Strengthen coordination between the City, community agencies and labour unions, with the exploration of intermediary models to connect jobseekers to employers.</li> <li>• Address the needs and ways to conduct robust labour market analysis which includes labour market data and intelligence, labour forecasting and foresight, and sector-specific expertise to inform City community benefits initiatives.</li> </ul>

# Scope– Working Group 1

## In Scope

- Address City community benefits implementation challenges focused on recruitment and system coordination
- Inform the development of hiring pathways and "how to" protocols and processes for local/social hiring
- Inform the development of partnership models for coordinated systems approaches to local/social hiring
- Inform the development of more effective resident engagement and employer engagement strategies
- Inform the development of place-based / neighborhood focused strategies for recruitment
- Inform approaches to forecast the hiring needs for the City's community benefits initiatives and inform workforce development planning to meet those needs

## Out of Scope

- Provincial program changes related to Employment Services Transformation
- Coordination and management of workforce development activities in Toronto
- Re-design of employment and training programs and services in Toronto
- Process for target setting and project selection for community benefits initiatives
- Changes to contractual language for existing agreements with community benefits clauses at the City of Toronto
- Community benefits initiatives outside the City of Toronto. The City of Toronto does not have authority over community benefits initiatives led by Province of Ontario (e.g. Metrolinx projects); however, learnings from these initiatives are expected to inform our work.

# Meeting #2 Recap & Updated Roadmap – Working Group 1

## 1. WINTER 2021 – FALL 2022

### Launch of Community Benefits Advisory Group & Ad Hoc Working Groups

Completed:

- Onboarding on the CBF
- Objectives & roles
- Shared understanding of challenges and opportunities
- Deliverable 1: Hiring Pathways

## 2. Deliverable 1: Hiring Pathways and Key Activities:

- Develop current state journey maps on employment in construction and customized recruitment
- Identify barriers faced and the training and supports required to overcome pain points throughout journey
- Develop desired future state path for jobseekers
- Identify critical steps to enable job readiness and roles and responsibilities of partners
- Launch and test minimum viable product (MVP) of desired path

## 3. Deliverable 2: Hiring Forecast & Employer Engagement

### Key Activities:

- Develop approach to forecast hiring needs for existing contracts/agreements
- Determine critical information needed in forecast to inform planning to prepare and place jobseekers
- Develop employer engagement plan to ensure active participation from contractors and businesses
- Develop guidebooks on how to connect community to these opportunities

## 4. Deliverable 3: Partnership Models

### Key Activities:

- Identify and scope key components of models
- Identify and apply best practices to shape components of models
- Identify core elements for partnership agreements
- Launch and test models