

Community Benefits Advisory Group

AD HOC WORKING GROUP 1 – MEETING 2 – NOVEMBER 15, 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 1: Community Benefits Hiring, Recruitment and Retention

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
Hammer Heads	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

Recap of Kick-off Meeting

Common Characteristics

- Connecting local and equity-deserving communities to community benefits
- Creating a blueprint and sustainable pathways to employment opportunities
- Finding ways to motivate young people

Objectives & Roles

- Space to problem solve
- All part of finding solutions
- Shared ownership on research, best practices and insights

Shared Understanding Of Challenges & Opportunities

- Integrate lessons learned
- Critical to success... employer engagement, wrap around supports, and retention strategies
- Responsive and flexible responses to community needs
- Build on the possibilities, not the limitations

Any other takeaways you would like to highlight? (More in the meeting minutes)

Revised 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"> • City of Toronto's limited ability to support recruitment, in particular for people who are not on social assistance. • Limited effectiveness of customised recruitment approaches in reaching diverse candidates and those furthest from the labour market for employment opportunities through community benefits. • Limited capacity to tailor job opportunities and recruitment strategies to be more accessible to Indigenous, Black, and equity-deserving communities, while balancing employer needs. • Lack of capacity to coordinate and sustain the level of wraparound supports needed to ensure that candidates are successful in securing and retaining employment. • Lack of appropriate guidelines, processes and tools to support employers and community partners. 	<ul style="list-style-type: none"> • Explore effective ways to better coordinate recruitment strategies and efforts to reach Black, Indigenous and equity-seeking communities, while balancing employer and community needs. • 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.
System Coordination	<ul style="list-style-type: none"> • 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. • Lack of robust and consistent guidelines, processes, and tools to support stakeholders, such as employers, employment service providers and community partners. • 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. 	<ul style="list-style-type: none"> • Strengthen coordination between the City, community agencies and labour unions, with the exploration of intermediary models to connect jobseekers to employers. • 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.

Revised 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 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 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.

Proposed Roadmap – Coordinated Systems Approaches To Local/Social Hiring

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

- **Working Group 1 – Deliverable 1: 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

- **Working Group 1 – Deliverable 2: Hiring Pathways**
- **Key Activities:**
- Develop current state journey maps for employment in construction and for customized recruitment
- Identify training and supports needed throughout journey
- Develop desired future state path for jobseekers
- Launch and test minimum viable product (MVP) of desired path

- **Working Group 1 – Deliverable 3 Hiring Forecast**
- **Key Activities:**
- Develop approach to forecast hiring needs for existing contracts/agreements
- Determine critical information needed in forecast to inform workforce development to prepare and place jobseekers
- Develop guidebooks on how to connect community to these opportunities

Deliverable 1: Partnership Models

Model 1 Construction Hiring

How do we effectively prepare and streamline jobseekers from Indigenous, Black and other equity-deserving communities onto City construction projects?

Candidate list (OW / non-OW)

Labour forecast

Union engagement

Employer engagement

Monitoring & reporting tools

Workforce development partners

Model 2

Professional, Administrative and Technical (PAT) Hiring

How do we better coordinate recruitment efforts to reach, prepare and place Indigenous, Black and other equity-deserving communities to PAT jobs?

Candidate pool from City and agencies

Recruitment & job development process

City – community agencies coordination

Employer engagement

Monitoring & reporting tools

Workforce development partners

Model 3

Place-based Workforce integrator *(Being developed by C3)*

How can we apply an integrated approach to workforce development at a neighbourhood level, in a way that leverages community assets to prepare and connect residents to employment opportunities?

Playbooks on Workforce Integrator

Curriculum to introduce & test model

City lever (potentially IMIT)

Employer engagement

Monitoring & reporting tools

Workforce development partners

What we'll do together: ensure we have the right components, partners and mechanisms to implement

Deliverable 2: Hiring Pathways



Gaining understanding of the perspective and journey of community benefits hires

Steps/actions along the pathway, thoughts and feelings, touchpoints and interactions with various systems, defining moments and opportunities

Illustrating the impact of systems on their journey

Institutions, service providers and processes, and other factors that that impact or influence the journey of community benefits hires

What we'll do together: ensure we have the right pathways, partners and supports to connect jobseekers to opportunities.

Deliverable 3: Hiring Forecast

What we know

Contract type / Contract duration/ Dollar value / General contractor or employer / Sector (unionized and non-unionized) / Targets for construction hiring, PAT hiring and other employment opportunities / Professional designation for PAT jobs (E.g. engineering positions)

What we don't know

Type and scope of trade / Project schedule / Labour requirements (unionized, non-unionized, net new hires)/ Subcontractors/ Type & scope of other workforce development opportunities (E.g., PAT jobs, work-based learning, internships, mentorship opportunities, job fairs, etc.) Other pre-requirements for PAT jobs

What we'll do together: ensure we have the right information and mechanisms to obtain this information to close the gap.

Interdependencies With Other Working Groups

Working Group 2: Skilled Trades Unions

Union and contractor
engagement



Deliverable 1:
Partnership Models

Union dispatch process



Deliverable 2:
Hiring Pathways

Labour forecast for
construction



Deliverable 3:
Hiring Forecast



Working Group 3: Monitoring & Evaluation Framework

Tools to track & validate
hires

Outcome indicators

Tools to track & validate
hires

Outcome indicators

Tools to track & report on
targets

Group Discussion On Proposed Roadmap And Deliverables

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

1. Does the proposed roadmap enable the working group to meet its objectives?
 - What are your thoughts on the deliverables?
 - Are there other opportunities to meet our objectives that are missing?
 - What would it take to achieve these deliverables by Fall 2022?
2. What are some of the activities that your organization are already doing that aligns with the roadmap and deliverables?
 - Deliverables / activities your organization can best support?
 - Deliverables / activities your organization can potentially lead?
 - Be specific (E.g., recruitment approach, employer engagement, retention strategies that the City can replicate, other tables you participate on with research and partnerships the City can leverage)

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

1. What to expect at the next meeting:

- City of Toronto staff updates on progress with the roadmap and CBF implementation models
- Presentations from members of the working group on tested practices on how best to shape the components of the CBF implementation models
- Workshop to finalize the components of the CBF implementation models based on City Staff updates and tested practices from members of the working group

2. 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