



Community Benefits Advisory Group

March 31, 2021

City of Toronto's Community Benefit Initiatives



**Social
Procurement
Program**



**Imagination,
Manufacturing,
Innovation &
Technology (IMIT)
Program**



**Rexdale-Casino
Woodbine CBA**



**Housing Now
Initiative**

Social Procurement Program

Purchasing & Materials Management Division

Social Procurement Program

A photograph of three diverse professionals standing in a warehouse. On the left is a Black woman with short curly hair, wearing a black polo shirt and a bright yellow safety vest, with her arms crossed. In the center is a woman with long dark hair and red-rimmed glasses, wearing a grey blazer over a light blue top, also with her arms crossed. On the right is a man with short grey hair, wearing a black polo shirt and a bright yellow safety vest, with his arms crossed. They are all smiling at the camera. The background shows industrial shelving and equipment.

SUPPLY CHAIN DIVERSITY

WORKFORCE DEVELOPMENT

Supply Chain Diversity

- Supply chain diversity is a business strategy that promotes the adoption of diverse suppliers within the City of Toronto's supply chain.
- The City is a corporate member of five supplier certification organizations:



Supply Chain Diversity Results to Date

Increase access for diverse suppliers to City procurements valued between **\$3,000 and \$100,000**, and subcontracting opportunities to diverse suppliers through City contractors.

Low dollar value contracts issued to diverse suppliers

\$6.4M

\$9M

Subcontracts issued to diverse suppliers

Workforce Development

is an interconnected set of solutions that prepares workers with the required skills while addressing the hiring needs of employers from the outset.

- Customized Recruitment
- Training, Work-based Learning and Skills Development
- Apprenticeship Opportunities
- Use of Diverse Suppliers in the Supply Chain
- Other Employment-Related Activities

Workforce Development Results to Date

A viable workforce development project exceeds **\$5M** in value , **2 years** in duration, and has the potential to create **meaningful** employment and skills development.

Number of Large-Scale
Projects Awarded

56

40

Number of
Candidates Hired

Key Challenges

- Certified diverse suppliers often fail to respond when invited to bid.
- Several commodity gaps exist between what the City procures and what certified diverse suppliers are able to supply.
- Divisions often do not comply with the Social Procurement Policy.
- Current project selection criteria may not be the best indicator that a project will create meaningful employment and skills development opportunities.
- Workforce development plans submitted as part of a proponents RFP proposal lack clear targets, resulting in difficulty with enforcement.
- Complexities of the union dispatching process make it difficult to achieve apprenticeship requirements in City projects with workforce development plans.

Suggestions?

How can the CBF Advisory Group help in advancing the Social Procurement Program?

How can the CBF Advisory Group help to create awareness about the Social Procurement Program?

Rexdale – Casino Woodbine Community Benefits Agreement

Social Development, Finance & Administration Division

Toronto Employment & Social Services Division

Rexdale-Casino Woodbine Community Benefits Agreement (Rexdale CBA)

- The City of Toronto's first community benefits agreement.
- The agreement established a range of conditions to achieve community, social, and economic outcomes and to mitigate any potential negative impacts of expanding gaming.
- Adopted by City Council in 2018 as a condition of expanded gaming at Woodbine Racetrack (**City lever**).
- 22-year contract with One Toronto Gaming (limited partnership between Great Canadian Gaming Corp and Brookfield Business Partners LP). OTG is responsible for meeting a wide range of community benefits requirements.
- Prior to the COVID-19 pandemic, the majority of the targets were being met or exceeded. Despite the impacts of the pandemic on employment and other targets, OTG remains committed to meeting the conditions of the agreement.



Rexdale - Casino Woodbine Community Benefits Agreement

The Rexdale - Casino Woodbine Community Benefits Agreement (CBA) includes specific requirements for One Toronto Gaming to achieve several social and economic benefits.

- Employment**
40% of new hires (of a projected 4,000) will be through local and social hiring*
- Full-Time Jobs**
50% of total employees will have full-time positions
- Construction Jobs**
aim for 10% of construction hours to local and social hires*
- International Marketing Plan**
to attract tourists to the area
- Responsible Gambling**
measures as required by the Ontario Lottery & Gaming Corporation and the Alcohol and Gaming Commission of Ontario
- Local & Social Procurement**
10% procurement with local or diverse supplier (non-construction)
- Child Care Centre**
contribute a maximum of \$5M towards developing a child care centre for staff and the community
- Accountability & Monitoring**
Convene two committees and one working group:
 - Casino Woodbine Responsible Gambling Oversight Committee
 - Community Steering Committee
 - Employment & Labour Market Advisory Working Group
- Public Reporting**
on a quarterly and annual basis
- Community Space**
1 large-scale event per month (minimum) in entertainment venue for local community use

* Local hiring/hires: recruiting people who live close to the place of work.
Social hiring/hires: recruiting candidates who self-identify with an equity-seeking group or people who face unique barriers to employment.

TORONTO toronto.ca/rexdalecba

Rexdale CBA Accountability Structure

Community Steering Committee

- Convened by the City of Toronto
- Mandate: Monitor implementation of the Agreement through receiving regular reports on targets, hearing community feedback and concerns related to implementation, and informing staff reports to City Council.

Employment and Labour Market Advisory Working Group (ELMA)

- Convened by One Toronto Gaming
- Mandate: Oversee the implementation and reporting of outcomes of the Employment and Labour Market Plan.

Casino Woodbine Responsible Gambling Oversight Committee

- Convened by the Ontario Lottery & Gaming Corporation
- Mandate: Monitor, identify, and report on potential risks related to problem gambling and provide input on the Responsible Gambling program as part of the expansion of gaming at Casino Woodbine.

The Employment and Labour Market Partners Working Group convened by Toronto Employment & Social Services plays an important role in supporting ELMA through the planning and implementation of workforce development activities to advance the Employment and Labour Market Plan of the CBA.

Overview of CBA Requirements and Achievements

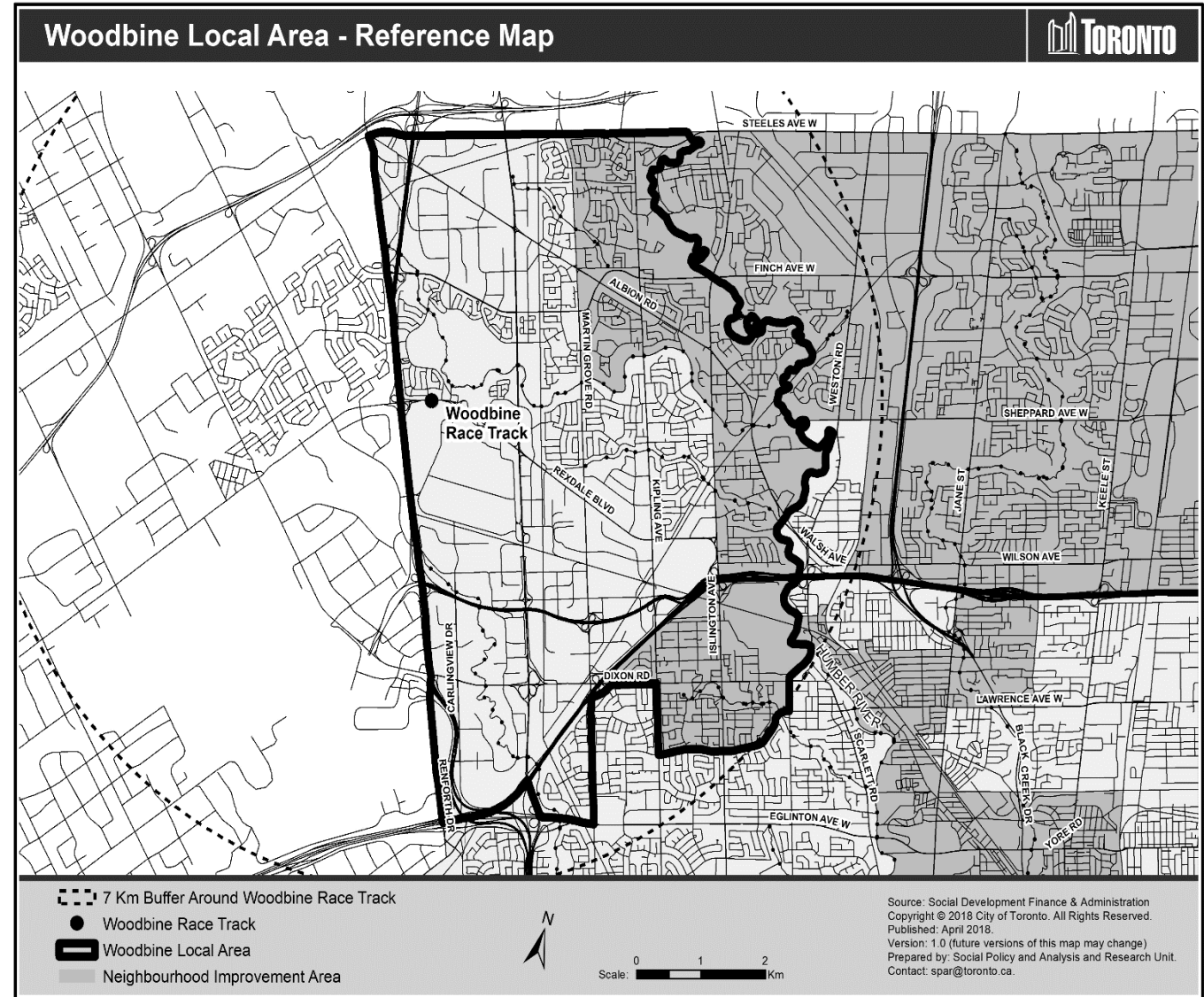
Requirement	Achievements to Date
Contribute \$5 million to create child care centre to benefit Casino Woodbine employees and local residents.	OTG provided \$5 million contribution in 2018. Children’s Services actively working to secure a location.
Develop and implement an International Marketing Plan for the Woodbine Entertainment Complex by January 1, 2022.	Preliminary plan delivered in 2018. OTG working to update customer management system to better capture data on out-of-province and international visitors.
Develop and initiate implementation of a 20-year Employment and Labour Market Plan by January 2019.	Plan developed and implementation started. Employment and Labour Market Advisory Working Group established to oversee implementation and reporting.
Develop Community Access to Space policy and procedures. Entertainment Venue to be available for community use at little to no cost once per month.	A Community Access to Space Policy and Procedures will be developed ahead of the launch of the new Entertainment Venue.
Maintain Responsible Gambling Measures	All Responsible Gambling requirements being met.
Negative Impacts of Expanded Gambling: Identify negative impacts and implement mitigation measures.	Collaboration underway to identify risk mitigation approaches, understand player needs and engage community partners.

Overview of CBA

Requirement	Achievements to Date
<p>Local Employment and Hiring (Operations) By 2022, minimum of 40% of new hiring through local or social hiring; 20% through local. Prioritize youth hiring and youth from equity-seeking groups.</p> <p>40% of total employees to have full-time employment in first two years of expanded gaming; increasing to 50% after two years.</p>	<p>Total of 1,653 new hires since 2018*: -49% (816 individuals) self-identified as social hire -13% (219 individuals) self-identified as youth -11% (176 individuals) local hires</p> <p>Of the total active employees in March 2020, 56% were working full-time.</p> <p><i>*Significant impacts of the COVID-19 pandemic.</i></p>
<p>Construction Hiring By 2022, at least 10% of construction hours worked by trades or craftspeople to be through local or social hiring. Prioritize youth hiring and youth from equity-seeking groups.</p>	<p>Total of 860 people hired since construction began in 2018: -27% (234 individuals) self-identified as a social hire -16% (137 individuals) self-identified as youth -1.5% (13 individuals) were local hires</p>
<p>Supply Chain Diversity Develop Supply Chain Diversity Policy.</p> <p>Starting in 2019, at least 10% of annual procurement through local or diverse suppliers (construction and specialized gaming procurement exempted).</p>	<p>Supply Chain Diversity Policy and Procedures developed.</p> <p>In 2020, \$645,000 annual spend on diverse suppliers in Toronto area and \$116 million annual spend on local procurement (across 26 local suppliers within 7km radius of Casino Woodbine site).</p>

Key Issues and Challenges

- Recruitment / Skilled Trade Union Dispatch Process
- Tracking and Monitoring Compliance
- System Coordination



Rexdale CBA

Questions & Comments

Imagination, Manufacturing, Innovation & Technology (IMIT) Program

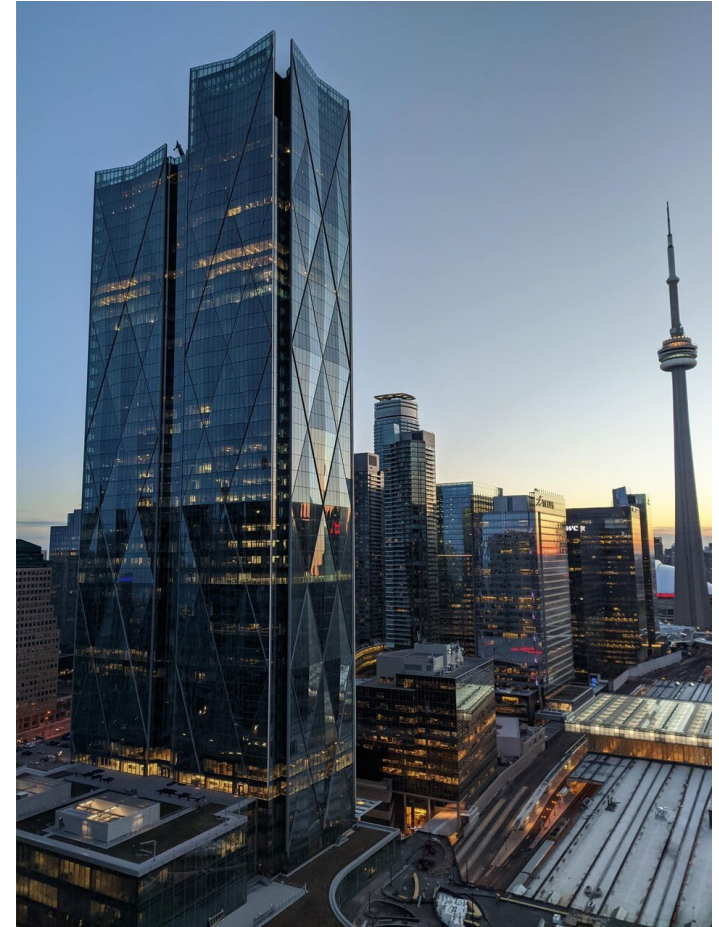
Economic Development & Culture Division

IMIT Property Tax Incentive Program

The **Imagination, Manufacturing, Innovation and Technology (IMIT)** program offers an incentive to landowners to build or expand places of employment in targeted economic sectors. The incentive works by granting back a portion of the municipal property tax applied to the assessment increase that results from new construction or renovation. The program was designed to encourage development of non-residential land that would not have otherwise occurred.

The program is administered by the **Economic Development and Culture Division** in coordination with other City divisions.

The program is authorized through a **Community Improvement Plan (Section 28-Planning Act.)** It has been operational since 2008 receiving periodic reviews and Council approval.



IMIT

From its first iteration the program had a **Local Employment Requirement** that all approved applicants agreed to work with the City of Toronto to **develop an "employment plan that will identify opportunities for local hiring and/or training and document how the applicant or property user will utilize City-endorsed or sponsored employment programs."**

This requirement spans the full 10-year term of the incentive.



IMIT Tax Rebate

To improve the program outcomes and informed by extensive consultation, Economic Development and Culture staff proposed a **points-based system** that was approved as a pilot program by Council in June 2019.

Owners of buildings receiving the property tax rebate would need to work with building tenants to advance local employment opportunities.

And under the new system, they would now have the **flexibility to choose** from various measures with more value given to practices and commitments with a **more significant impact**. Projects with higher construction values would be required to earn more points.

The Pilot is still underway - expecting to report on outcomes in 2022.



Implementation Challenges Include:

- Developing a program that can be applied equally to small manufacturers and large corporate office towers.
- Staff resources to coordinate and support efforts between businesses and employment and training provider agencies.
- Maintaining an interesting and relevant menu of options for employers to select from.



IMIT Program

Questions & Comments

Housing Now

CreateTO
Housing Secretariat

Introducing Housing Now

- Launched by the Mayor and City Council in December 2018
- Accelerating the development of **affordable housing**
- Dedicating **City-owned land**
- Maximizing **public land for public benefits**, including housing as well as new community facilities, parkland and public realm improvements
- Development of **mixed-income, mixed-use, transit-oriented communities**
- Supports City's HousingTO 2020-2030 Action Plan targets of 10,000 affordable rental units in 10 years



Housing Now - Phase 1: Council Direction

- Achieve the **highest public benefits**
- Provide a mix of **affordable rental, market rental and ownership** (approx. 1/3 each)
- Create homes affordable for a **diverse range of incomes**
- Address and accommodate **existing City uses and operations**
- Prioritize **public ownership** through long-term land leases (99 year lease)
- Collaborate with **Councillors and communities** in the planning and development of each site
- Program Sponsor: Housing Secretariat
- Key deliverable owners: CreateTO, City of Toronto Planning & City Legal

Housing Now will provide affordable rental, market rental and market ownership housing options.

Multiple Options



Housing Now - Phase 2: Council Direction

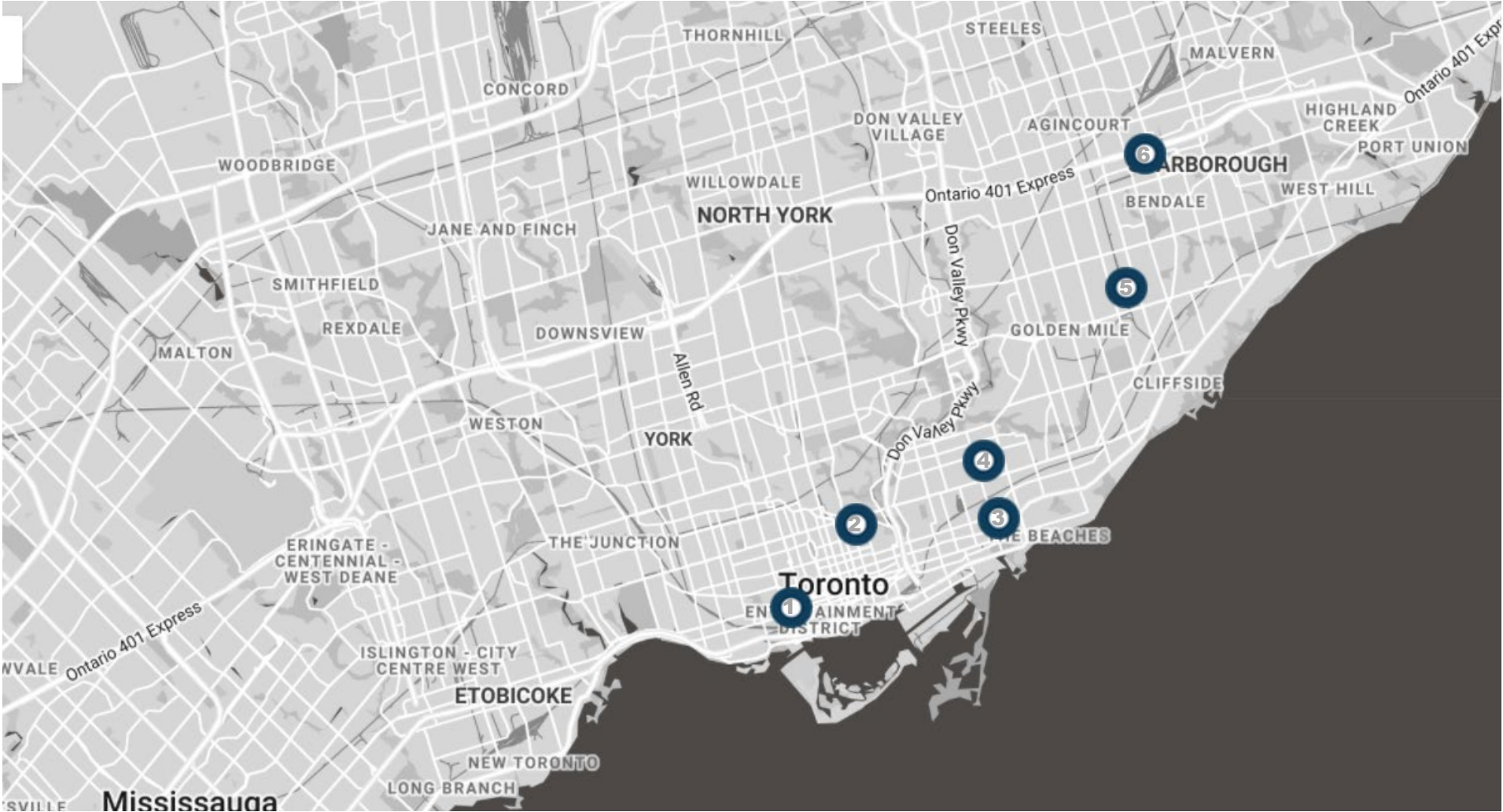
- Target 50% affordability;
- Achieve a minimum of 20% accessible affordable rental units and 15 % accessible market rental units plus fully barrier-free common areas;
- Application of Growing Up Guidelines
- Incorporate measurable community benefits opportunities such as social procurement and apprenticeship, training and/or other hiring opportunities for people from equity seeking communities;
- Meet or exceed the Toronto Green Building Standard Version 3 Tier 2 and explore opportunities to address climate change and City building (CTO is targeting Tier 4)
- Designate sites for Indigenous Housing projects;
- Designate sites exclusively for non-profit participation;
- Encourage the involvement and participation of non profit, co-operative housing organizations, including Indigenous groups and communities;
- Provide greater consideration to submissions that exceed the affordable rental and market rental housing delivery targets and increase supportive housing opportunities;
- Give greater consideration to proposals that provide a greater number of accessible units and include as many universal design features as possible (for both market and affordable);
- Include limitations on annual rent increases for market renters, with annual increases in rent not to exceed Provincial Guideline amount plus 2%, with a goal of achieving the lowest possible rent increases for market renters;

Phase 1: 11 Sites (Jan 2019)



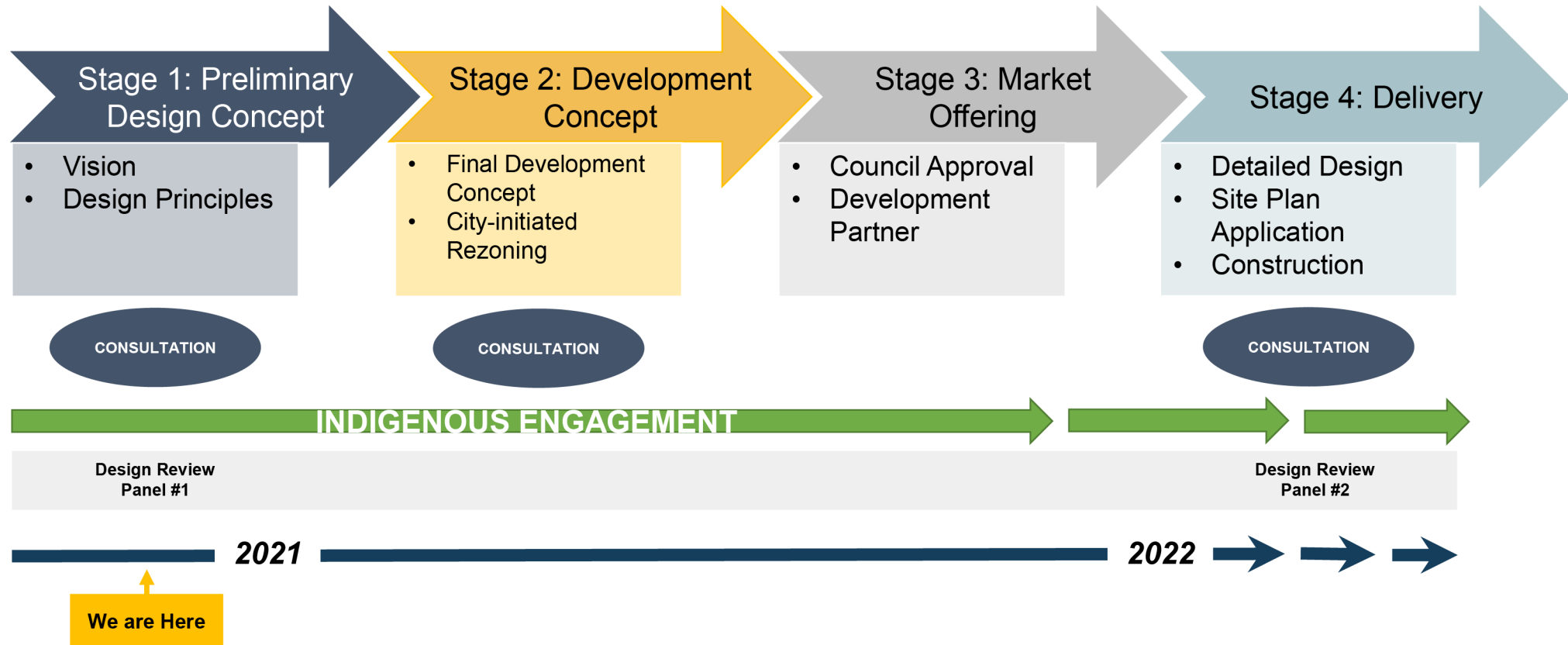
- 1. BLOOR-KIPLING
- 2. BLOOR-ISLINGTON
- 3. 3933 KEELE STREET
- 4. 50 WILSON HEIGHTS BOULEVARD
- 5. 1250 EGLINTON AVENUE WEST
- 6. 140 MERTON STREET
- 7. 251 ESTHER SHINER BOULEVARD
- 8. 805 DON MILLS ROAD
- 9. 770 DON MILLS ROAD
- 10. 777 VICTORIA PARK AVENUE
- 11. 705 WARDEN AVENUE

Phase 2: 6 Sites (May 2020)



- 1. 150 QUEENS WHARF ROAD
- 2. 405 SHERBOURNE STREET
- 3. 1631 QUEEN STREET EAST
- 4. 1627 & 1675 DANFORTH AVENUE
- 5. 2444 EGLINTON AVENUE EAST
- 6. 158 BOROUGH DRIVE

Sample Timeline and Process



UNIT TRACKER - PHASE 1 AND 2

UPDATED FEBRUARY 3, 2021

Legend

- Advancing
- Pending
- On Hold
- T** Higher order transit corridor

Led by Proponent



Total Units	3460 units	6127 units	2839 units
Total Affordable Units	1433 units	2086 units	1148 units

* 777 Victoria Park Ave, 50 Wilson Heights Blvd and 705 Warden Ave under Lease negotiation with successful proponents.

** Project on hold due to Eglinton and Finch LRT.

Housing Now CB Opportunities and Challenges

Opportunity: 17 projects with hard target commitments

- Strive to achieve 10% equity target in all projects
- Secure opportunities for social procurement

Challenges:

- Commitments on workforce development and social procurement at land purchase stage (1-2 years in advance of construction)
- Outreach and recruitment strategies that connect developers with resources in market offering stage that allow them to make commitments years in advance of actual construction
- Setting hard targets that are specific, ambitious and achievable across varied scale, size, geographic location of projects

Housing Now

Questions & Comments

Community Benefits Advisory Group Ad Hoc Working Groups

Ad Hoc Working Groups

The **purpose** of Community Benefits Advisory Group Ad Hoc Working Groups is to create a space to **dive deeper** into **problem solving** on a range of key challenges related to community benefits implementation in City of Toronto community benefits initiatives.

Opportunity for strategic partners and City partners (divisions, agencies and corporations) to work together, **listen and learn**, and collaboratively address and problem solve **sticky issues**.

Strategic partners represented on the Community Benefits Advisory Group **may opt to join more than one** working group.

Up to two representatives per strategic partner group may join each working group and representatives may differ across working groups.

Ad Hoc Working Groups

- Ad Hoc Working Groups will not be drop-in sessions
- Each year, there will be an invitation period to join the Ad Hoc Working Groups
- There may be exceptions, such as the need to invite new stakeholders to bring certain subject matter expertise.
- Strategic partners are encouraged to choose representatives with the following considerations in mind:
 - Subject-matter expertise that aligns with the working group theme
 - Demonstrable commitment to creative problem solving, taking an iterative approach to designing solutions and refining over time
 - Willingness to contribute to various actions and tasks related to achieving the objectives of the working group
 - Dedicated time and availability to attend working group meetings

Ad Hoc Working Groups 2021

April 2021 Strategic Partners and City Partners to identify representatives for Ad Hoc Working Groups

May 2021 Complete online survey to confirm Ad Hoc Working Group participants and preliminary scoping survey

Summer 2021 CBF team to conduct strategic planning, baseline setting, research and scoping, reach out to strategic partners for input

Fall 2021 Launch Ad Hoc Working Groups



Ad Hoc Working Group

Corporate Real Estate Management

CreateTO

Economic Development & Culture

Engineering & Construction Services

Housing Secretariat

Indigenous Affairs Office

Purchasing & Materials Management Division

Employers

Employment service providers

Grant makers

Government

Indigenous (led, serving, focused) organizations

Social enterprises

Unions and training centres

OPPORTUNITY

Anchor institutions such as colleges,
universities, hospitals

Black (led, serving, focused) organizations

Businesses (local and diverse-owned)

Community organizations

Contractors and Contractor Associations

Developers

SDFA – Community Development

SDFA – Confronting Anti-Black Racism

SDFA – Poverty Reduction Strategy Office

SDFA – Tower Renewal & Neighbourhood
Revitalizations

SDFA – Youth Development Unit

Toronto Community Housing

Toronto Employment & Social Services



Next meeting: Wednesday, June 16 1-3PM