



Community Benefits Framework

About SDFA

Social Development, Finance and Administration division at City of Toronto

“SDFA leads the City of Toronto’s equity and inclusion, poverty reduction, and community safety strategies.”

- Confronting Anti-Black Racism
- Community Benefits Framework*
- Community Funding
- Community Safety and Wellbeing
- Data for Equity Strategy*
- Equity Responsive Budgeting*
- For Public Benefit Framework*
- Poverty Reduction Strategy Office
- REXDALE – CASINO WOODBINE Community Benefits Agreement*
- Social Policy (* developed and/or led by Social Policy unit)
- Tenants First
- Toronto Newcomer Office
- Toronto Strong Neighbourhoods Strategy
- Tower and Neighbourhood Revitalization
- Youth Development Unit

City's approach to community benefits

Using the City's levers to create inclusive economic development



2015



Poverty
Reduction
Strategy



2016



Social
Procurement
Policy



2018



Rexdale-Casino
Woodbine
Community
Benefits
Agreement



2019



Community
Benefits
Framework



2021

Advancing the
Community
Benefits
Framework

Drivers for community benefits

A number of factors have contributed to increased public and political interest in community benefits:



Community advocacy



COVID-19 inclusive economic recovery plans to “build back better”



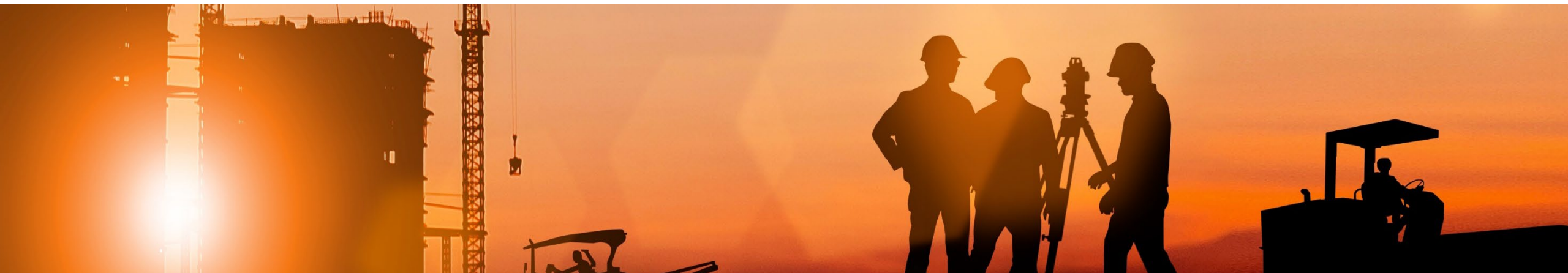
Major public infrastructure spending investments by public institutions and governments



Success stories like Rexdale – Casino Woodbine Community Benefits Agreement and Eglinton Crosstown Community Benefits Framework



Looming shortage of construction skilled trade workers



Examples of Community Benefit Initiatives



**Social
Procurement
Program**



**Rexdale-
Casino
Woodbine
CBA**



**Housing Now
Initiative**



**Large-scale
transit
projects**



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

What we have heard since 2019

Community benefits framework at the City of Toronto is necessary and vital

Leverage the knowledge and experience of key stakeholders

Opportunities for Black and Indigenous communities in Toronto, through lens of anti-Black racism and reconciliation

Leverage municipal authority and City levers to enforce community benefits

Include universal and project-based hard targets, robust data tracking and strong accountability

Community should have a seat at the table

Community Benefits Framework

Policy and program framework that aims to maximize the use of City of Toronto levers to create inclusive economic development opportunities

- Jobs, training and business opportunities for Black, Indigenous and equity-seeking communities

Provides guidance, support and coordination across City divisions, agencies and corporations in order to incorporate community benefits opportunities in City programs and initiatives

Aligns directly with City equity strategies including Toronto Office of Recovery and Rebuild, Poverty Reduction Strategy, Confronting Anti-Black Racism Action Plan, Commitments to Indigenous Peoples

Guiding principles

Promote social and economic inclusion

Engage community partners and key stakeholders

Achieve accountability

Community Benefits Initiatives 2021

Status	Name of Community Benefits Initiative
 <p>Established and Active</p> <ul style="list-style-type: none">• Contain project-based hard targets• Secured and enforced through City contracts• Data tracking and reporting	<p>Social Procurement Program</p> <ul style="list-style-type: none">• As of 2021, more than 50 City procurement contracts include workforce development (5-10% of construction hours) and supply chain diversity targets• New: Strive to achieve 10% equity target in construction projects over \$50M• New: Increase diverse supplier list with focus on Black and Indigenous-owned businesses <p>Housing Now Initiative</p> <ul style="list-style-type: none">• 17 large-scale affordable housing development projects will each include community benefits plans with hard targets• New: Strive to achieve 10% equity target in construction projects over \$50M <p>Rexdale – Casino Woodbine Community Benefits Agreement</p> <ul style="list-style-type: none">• 22-year contract with One Toronto Gaming contains range of community benefits targets including local and social hiring, construction hiring, local and social procurement, community space and a child care centre <p>Imagination, Manufacturing, Innovation and Technology (IMIT) Program</p> <ul style="list-style-type: none">• In 2020, 55 property-tax rebate recipients; local employment requirement attached to each recipient agreement.

Community Benefits Initiatives in 2021

Status	Name of Community Benefits Initiative
 <p data-bbox="333 772 550 879">New and in-review</p>	<ul data-bbox="766 505 2226 911" style="list-style-type: none">• Jane-Finch Initiative: Community Development Plan and Updated Land Use Planning Framework• Metrolinx Transit Expansion Projects• Lawrence Heights Social Development Plan• Regent Park Social Development Plan• Don Summerville Revitalization• Downtown East 2023 Five-Year Action Plan*

CBF Priorities at a Glance



Create a staff team



Establish both project-based and universal hard targets

- 10% aspirational universal hard target for City contracts over \$50M and Housing Now



Leverage City authority to secure community benefits in City contracts



Leverage City public infrastructure projects to create workforce development and social procurement opportunities

- Increase diverse supplier list with Black and Indigenous-owned businesses
- Five-year policy review



Engage with strategic partners through Advisory Group



Consult best practice models and research



Prioritize opportunities for Black, Indigenous and equity-seeking communities



Develop monitoring and evaluation framework



Develop coordinated systems approaches to hiring pathways and social procurement

Key Issues and Challenges

- Outreach and recruitment strategies that connect employers with Black, Indigenous and equity-seeking communities
- Achieve community benefits hiring objectives in coordination with skilled trade unions
- Data tracking and reporting for compliance
- Setting hard targets that are specific, ambitious and achievable
- Coordinated systems approaches to hiring pathways and social procurement



Building a Strong Foundation

Develop back-end implementation infrastructure for City community benefits initiatives refers to:

2021 to
2023

- Coordinated systems approaches to local and social hiring that connect employers with training programs and employment service agencies who support Black, Indigenous and equity seeking communities.
- Monitoring and evaluation framework that guides disaggregated data collection, analysis and reporting
- Community benefits “how to” protocols, processes and guidelines
- Policy and program implementation issues including definitions, processes to set hard targets, expanding pools of diverse and local suppliers, and engagement with employers and industry leaders to forecast hiring opportunities.

Three models will be designed, prototyped and pilot tested

Model 1
Construction
Hiring

Model 2
Professional, Administrative and
Technical (PAT) Hiring

Model 3
Place-based workforce integrator

Key Stakeholders

Key stakeholders have expertise and capacity that the City can leverage, as opposed to doing it alone.

System Players

- Anchor institutions such as colleges, universities, hospitals
- Black (led, serving, focused) organizations
- Businesses (local and diverse-owned)
- City divisions, agencies and corporations
- Colleges and universities
- Community organizations
- Contractors
- Contractor Associations
- Developers
- Employers
- Employment service providers
- Grant makers
- Indigenous (led, serving, focused) organizations
- Social enterprises
- Training centres
- Unions

More information

City of Toronto Community Benefits Framework Web Page

<https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/community-benefits-framework/>

Advancing the Community Benefits Framework Report (2021)

Community Benefits Framework Report (2019)

Rexdale – Casino Woodbine Community Benefits Agreement Web Page

<https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/community-benefits-framework/community-benefits-agreements/>

Questions

Community Benefits Advisory Group

Community Benefits Advisory Group

Purpose of the **Community Benefits Advisory Group** is to bring together the knowledge and experiences of strategic partners to collaboratively problem solve key issues and challenges related to the implementation of the City of Toronto's Community Benefits Framework. The Community Benefits Framework will only achieve the necessary systems changes with the collaboration of a diverse range of strategic partners.



Strategic Partners



Invited for a one-year renewable term starting in 2021

Possess experience and knowledge in community benefits

Committed to collaborating with other system actors to advance the CBF

May be eligible to receive an honorarium in accordance with the City protocols

City of Toronto divisions, agencies and corporations are participants



Terms of Reference

Guiding Principles

Social and economic inclusion can be achieved

Engagement with strategic partners is vital

Systems approach to collaboration is required

Governance

Advisory Group is chaired by Director of Social Policy, SDFA

SDFA to coordinate Advisory Group

Advisory Group meeting minutes to be posted on CBF web page

Terms of Reference

Meetings

Advisory Group to meet four times in 2021

One rep per organization for Advisory Group meetings

Up to two reps per organization for ad hoc working group meetings

Role of Strategic Partners

Contribute knowledge and experience to help problem solve key issues

Be respectful and courteous of differing opinions at all times

Attend all Advisory Group meetings

Community Benefits Advisory Group 2021 Meeting Schedule



Meeting 1
February

Onboarding Part 1

Meeting 2
March TBD

Onboarding Part 2

Meeting 3
May/June TBD

Meeting 4
Aug/Sept TBD

Meeting 5
Dec TBD

← **Key issues and challenges** →

In addition, ad hoc working groups will be established and will report back to Advisory Group

Discussion Questions

Choose one:

What are you/your organization most excited to contribute to the Community Benefits Advisory Group?

What are you looking forward to gaining through your participation in the Community Benefits Advisory Group?

How would you/your organization define success for the Community Benefits Advisory Group in 2021?

Choose ONE question

**Keep your response to
1-2 minutes**