Community Benefits Ad Hoc Monitoring and Evaluation Working Group 3

Meeting #6

October 27, 2020

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Agenda

- Welcome - land & ancestral acknowledgements

- Introductions & check-in

- Friendly reminder and brief update

- Community Benefits Workforce Development Monitoring and Evaluation purpose and guiding questions

- Working session: Crafting Performance Measures

- Next steps

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Introductions and check-in

- Tell us your name and how you are feeling today

Friendly reminder: Who are we and what do we do?

We are a working group representing a range of internal City partners and external strategic partners focused on developing the monitoring and evaluation (M&E) framework for the City's Community Benefits initiatives with workforce development requirements (CB WFD).

Our objectives - work collaboratively to develop:

- Coordinated and consistent approach to data collection, analysis and reporting across the City's CB WFD initiatives.

- Job seekers and employer-informed M&E framework to ensure that measured outcomes and data collection tools are relevant and meaningful to both job seekers and employers.

- An actionable M&E framework to systematically capture the progress, outcomes, impacts and learnings to support continuous improvement, program accountability and evidence-informed decision-making for specific projects and across the City's CB WFD initiatives.

Our key deliverables:

- Launch of Community Benefits Advisory Group and Ad Hoc Working Groups – 2021
- Develop the Community Benefits Workforce Development Theory of Change - 2022
- Develop the key elements of the monitoring and evaluation framework – 2022
- Develop, test and refine data collection and reporting tools - 2023

Link to the Community Benefits Unit website: Community Benefits Framework – City of Toronto

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How does our work fit within the 6 Community Benefits priority areas?

There are six Community Benefits priorities:

1. Convene and coordinate the Community benefits
2. Provide coordination and consultation support to City Community Benefits initiatives
3. Develop coordinated systems approaches to local and social hiring pathways
4. Develop a monitoring and evaluation framework for the Community Benefits Framework
5. Develop mechanisms to advance supply chain diversity for Community Benefits initiatives
6. Address other Community Benefits policy and program implementation issues (e.g., definitions, setting hard targets)

Our work is related to the priority number 4.

Brief update: Our work to date

The following are the steps in our monitoring and evaluation development process that are taking place in 2022 – 2023:

- Developing Community Benefits Workforce Development Theory of Change
- Defining the monitoring and evaluation purpose and primary data users
- Developing key monitoring and evaluation questions
- Crafting performance measures or indicators
- Defining data sources, data methods, reporting, roles and timelines
- Crafting and testing data collection and reporting tools

We developed the Theory of Change and put together a document with our defined monitoring and evaluation purpose, primary data users and key guiding monitoring and evaluation questions

Our next steps is crafting performance measures and indicators.

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Brief update: Other relevant work in progress

Other Community Benefits Unit members and other two Ad Hoc Working Groups are working on developing:

- Hiring Pathways – Process Maps
- Workforce Intermediary Model
- Labour Forecasting Process and Templates – Professional, Administrative and Technical (PAT) and Construction
- City's Community Benefits Glossary

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Community Benefits monitoring and evaluation purpose and guiding questions: Why are they important?

- Frame the scope and boundaries of our M&E activities
- Reflect a range of key stakeholders' information needs
- Are grounded in our Theory of Change
- Are most relevant for decision-making and further actions
- Can be answered through the collection and analysis of data

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Community Benefits monitoring and evaluation purpose and guiding questions

The purpose of the monitoring and evaluation is to:

- Demonstrate the value of the City's CB WFD initiatives

- Document CB WFD initiatives' results

- Monitor the progress of the CB WFD work

- Capture key learnings

There are 3 broad categories of key guiding monitoring and evaluation questions:

- Questions about achieved Community Benefits Workforce Development targets

- Outcomes related questions

- Implementation process focused questions

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Questions about achieved targets

Focused on getting answers about job seekers

- To what extent are the City's CB initiatives with WFD requirements achieving their local and social hiring targets?

- What is the socio-demographic profile of individuals hired by CB WFD contractors/employers? What socio-demographic groups are missing?

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Outcomes related questions

Assessing the City's CB WFD initiatives' effectiveness in achieving outcomes

- How are job seekers benefiting from the City's CB WFD initiatives?
- How are employers benefiting from the City's CB WFD initiatives?
- How is the employment system benefiting from the City's CB WFD initiatives?

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Implementation process focused questions

Focused on providing information for policy and program implementation improvements and learnings

- What are the City's CB WFD initiatives' strengths and weaknesses? What works and what does not?
- What is facilitating or hindering the implementation process? What needs to be in place to ensure successful implementation of the City's CB WFD initiatives?
- What kinds of implementation challenges have emerged and how have they been addressed?
- What new ideas or solutions are emerging that can be tried and further tested?
- How is external environment affecting the implementation process?
- What are unexpected or unintended benefits of implementing the City's CB WFD initiatives?

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Breakout session: Toronto Star exercise

Instructions: It is the end of the year 2023. Imagine that our Community Benefits work is a huge, huge success. You get a call from the Toronto Star journalist who wants to interview you for their feature story. The journalist wants you to talk about specific aspects of the City's CB WFD initiatives and provide (as much as possible) good and most relevant evidence – specific quantitative or qualitative data to support your story. What evidence or piece of information would you share?

Group 1 is asked to tell the story not about a specific Community Benefits Workforce Development initiative, but the overarching, City-wide Community Benefits success and to propose for each of the monitoring and evaluation questions a list of evidence/performance measures (quantitative and/or qualitative) that they would use to support their story.

Group2 is asked to tell the story and provide evidence to support their success story for the specific Community Benefits Workforce Development initiative from the perspective of achieved outcomes – for job seekers, employers and the employment system.

Group 3 is asked to tell the story and provide evidence to support their success story for the specific Community Benefits Workforce Development initiative from the implementation process perspective.

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Next steps

- Form a smaller group of interested Working Group members to start the process of crafting performance measures/indicators
- Schedule our next meeting for the beginning of 2023