Community Benefits Advisory Group

November 9th, 2022

Agenda

- Welcome

- Land & African Ancestral Acknowledgements

- Advisory Group Introductions

- Updates from Community Benefits Unit

- Updates from Ad Hoc Working Groups

- Discussion Items

- Meeting Adjourn

Community benefits unit

CBU aims to build capacity in the City of Toronto to achieve community benefits together with key stakeholders. We cannot do this work alone. Collaboration and partnerships are vital.

Since 2022, work has been ongoing in:

- Establishing a strong community benefits unit at the City of Toronto (e.g. convening Community Benefits Advisory Group)
  - Conduct ongoing community benefits best practice research and jurisdictional scans
  - Continuous community engagement and stakeholder relations
  - Convene Community Benefits Advisory Group and CBF City Leads Table
  - Develop communications resources (webpage, materials, implementation toolkit)
  - Develop CBU Performance Measurement Framework

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Community benefits unit *(continued)*

- Providing consultation to Councillors, divisions, agencies, corporations
  - Provide consultation and guidance to City divisions, agencies and corporations on ways to include community benefits in new projects and initiatives

- Developing a community benefits toolkit (e.g. feasibility testing and validating prototypes, kick off pilot testing)
  - Research and develop new CB implementation prototypes
  - Feasibility test and validate prototypes, kick off pilot testing
  - Implement and roll out community benefits toolkit
  - Continue to improve and enhance toolkit

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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

From 2021 to 2023, the back-end implementation infrastructure for City community benefits initiatives was being developed, which refers to:

- Coordinated systems approaches to local and social hiring that connect employers with training programs and employment service agencies who support Blacks, Indigenous and equity seeking communities

- A monitoring and evaluation framework that guides disaggregated data collection, analysis and reporting

- Community benefits "how to" protocols, processes and guidelines

- Policy and programs 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

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Current state: Community benefits initiatives at City of Toronto

City of Toronto Community Benefits Initiatives

- Housing Now (CreateTO, Housing Secretariat)

- Imagination, Manufacturing, Innovation and Technology (IMIT) Program (Economic Development)

- Rexdale – Casino Woodbine Community Benefits Agreement (Social Development, Finance and Administration, Toronto Employment & Social Services)

- Social Procurement Program (Purchasing and Materials Management Division)

- Update Downsview (City Planning)

- Jane-Finch Initiative (City Planning)

- Transit development projects (Transit Expansion Office)

- WaterfrontTO

- Exhibition Place

- Toronto Community Housing revitalizations

- Others

Current state: Community benefits initiatives at City of Toronto *(continued)*

Hard, measureable targets through <u>community benefits clauses </u>in City agreements

- Construction hiring
- PAT jobs and customized recruitment
- Social procurement
- Local community priorities
- Community oversight and monitoring

* Details may vary by project

Risks and reality

- Hard targets are in City agreements but they are not being met
- Implementation guidelines, tools and resources needed to achieve hard targets
- Collaboration across system players needed to develop new implementation models, which will lead to guidelines, tools and resources

EX20.7 Advancing the Community Benefits Framework

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Spring/summer 2022: Research & jurisdictional scan

- Toronto-Hamilton Metrolinx projects
- Windsor-Detroit Bridge Authority
- San Francisco
- Vancouver
  - Buy Social Canada
- Seattle
- New York
- Los Angeles
- Milwaukee
  - WRTP - BIG STEP (workforce intermediary for Milwaukee)
- Portland
- Northern Ireland

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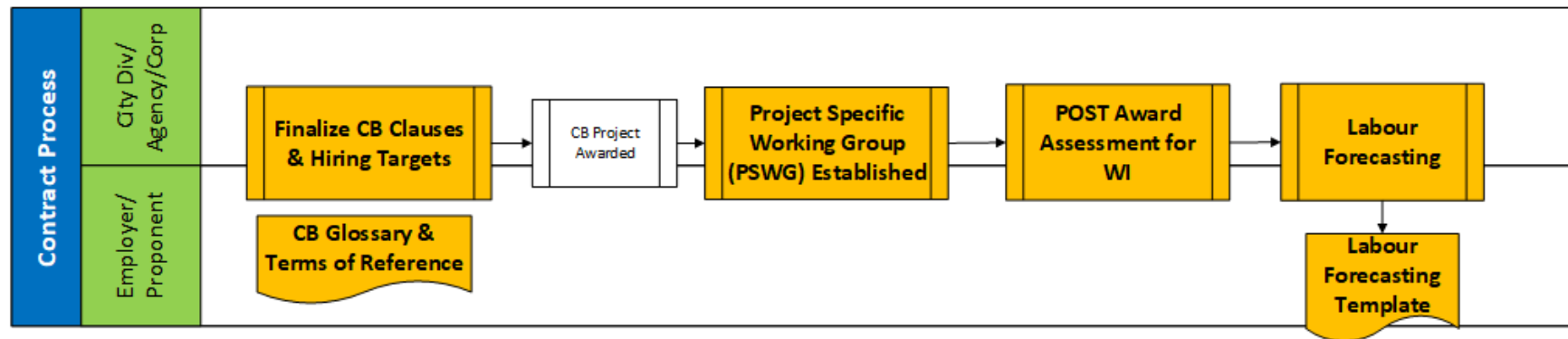
Community benefits toolkit

Prototype examples:

- Process maps
- Glossary of community benefits terms and definitions
- Community benefits project assessment criteria
- Labour forecasting template for PAT (professional, administration, technical) hiring
- Labour forecasting template for construction hiring
- Workforce intermediary role and responsibilities
- Guidelines for CB employers to connect with employment service providers
- Guidelines for Project Specific Working Group
- Monitoring and evaluation framework to set outcomes and indicators, data tracking tools and reporting templates
- Construction target (%) validation process

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Future state CB workforce development (WFD) process flow

CB WFD PHASES

- CB Project Selection
- CB Contract Process
- Outreach Planning & Intake
- Job Readiness & Training
- Employment
- CB Validation

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Other updates

- FIFA World Cup and community benefits

- Voluntary CB plans

- Transit development

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Report back – CBF Ad Hoc Working Group 1: Community Benefits Hiring, Recruitment and Retention

Working Group #1
Who are we and what is our purpose?

We are a working group of internal City and external strategic partners working in collaboration as problem solvers.

Our purpose is to develop solutions that address a range of challenges related to community benefits implementation related to hiring, recruitment and retention as related to City of Toronto CB initiatives.

Working Group #1
What are our objectives?
(opportunities to problem solve)

- Explore effective ways to better coordinate recruitment to reach Black, Indigenous & equity deserving communities

- Identify ways to best coordinate level of wraparound supports to ensure candidates are successful (securing/retaining employment

- Address the needs and ways to conduct labour market analysis including: labour market data / forecasting and intelligence

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Working Group #1
What's in scope?

- Address City community benefits implementation challenges focused on recruitment & 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 approaches to forecast hiring needs for the City's CB initiatives & inform WFD planning

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Current Working Group #1 members

Tridel (Asal Afshar/ Cassandra Dobrzynski)
Provincial Building/Construction Trades (Adam Melnick**)**
Jane-Finch (Anna-Kay Brown/Clara Stewart-Robertson)
EDC (Candice Valente)
Carpenter's Union (Chris Campbell)
East Scarborough (Maddy Macnab)
Career Foundation (Christina Montauti)
East Scarborough (Maddy Macnab)
TDSB (Elvy Moro)
United Way GTA (Fabio Crespin)

ACCES (Gabriela Tavaru/Paul Basgan)
IUPAT (Ivan Dawns)
Labour Education Centre (Steve Shallhorn/Faizal Samji)
Daniel's (Fatima Saya)
TCHC (William Mendes/Kwesi Johnson)

TCBN (Jane Wilson/Kumsa Baker)
YDU (Kamla Sudama)
Context (Kemet Bahlibi
Miziwe Biik (Michael Buckland)
PMMD (Diana Levy/Olivia Waterman)
TDSB (Ian Da Silva)
LiUNA (Merissa Preston)
Humber College (William Linton)
IAO (Selina Young)

**NEW MEMBERS:
CEE & CAFCAN**

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Working Group #1 updates: Hiring pathways

Key activities completed:

- 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/responsibilities of partners

Key activities currently in progress:

- Launch and test minimum viable product (MVP) of desired path

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Working Group #1 updates: Hiring forecast & employer engagement

Key activities Completed:

- Develop approach to forecast hiring needs for <u>existing</u> contracts/agreements

- Determine critical information needed in forecast to inform planning to prepare and place jobseekers

Key activities currently in progress:

- Develop employer engagement plan to ensure active participation from contractors and businesses

Key activities to be started:

- Develop guidebooks on how to connect community to these opportunities

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Working group #1 updates: Partnership models

Key activities currently in progress:

- Identify and scope key components of models

- Identify and apply best practices to shape components of models

Key activities to be started:

- Identify core elements for partnership agreements

- Launch and test models

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Next steps

Fall 2022:

Prototype of Deliverable #1: Hiring Pathways

Prototype of Deliverable #2: Hiring Forecast & Employer Engagement

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Report back – CBF Ad Hoc Working Group 2: Community Benefits Hiring with Skilled Trades Unions

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Ad Hoc Working Group 2 - Roadmap

Winter 2021 – Launch of Community Benefits Advisory Group and Ad Hoc Working Group

- Deliverable 1: Labour forecasting

- Deliverable 2: Collecting and tracking data on equity indicators

- Deliverable 3: Best practices, approaches and mechanisms for reporting on construction hiring targets

Next Steps

1. Connecting unionized contractors with local and equity deserving individuals

2. Labour forecast template prototyping

3. Construction trade implementation process map

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Deliverable 1

Labour Forecasting Template

Deliverable 2

Deliverable 2:

Connecting unionized contractors with local and equity deserving Individuals

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Ad Hoc Working Group – Construction Trade Implementation Process Map

The Construction Trade Implementation Process Map outlines the process to achieve a CB construction employment target that requires the proponent to ensure a percentage of the total voluntary and compulsory apprentice and journey person construction trade person hours completed on the development site, comes from individuals who identify as a local resident or equity deserving individual.

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Report back – CBF Ad Hoc Working Group 3: Community Benefits Workforce Development Monitoring and Evaluation

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 – we 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

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Friendly reminder:
Who are we and what do we do? (*Continued*)

Our roadmap and key deliverables:

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

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

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Brief update: Our work to date

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

- Development of the 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 step is crafting performance measures and indicators.

Community benefits workforce development 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

Community benefits workforce development monitoring and evaluation purpose and guiding questions

The purpose of monitoring and evaluation is to:

- Demonstrate the value of the City's community benefits workforce development initiatives
- Document the results of community benefits workforce development initiatives
- Monitor the work progress of community benefits workforce development
- 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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