Community Benefits Advisory Group Meeting Minutes
March 10th, 2023 at 10:00am- 12:00pm
Virtual Meeting, Held on WebEx

Attendees

Name	City of Toronto
April Lim	Community Benefits Unit (CBU)
Colleen Dignam	Community Benefits Unit (CBU)
Courtney Ayukawa	Community Benefits Unit (CBU)
Reinaldo James	Community Benefits Unit (CBU)
Emily Tsoa	Community Benefits Unit (CBU)
Souleik Kheyre	Community Benefits Unit (CBU)
Biljana Zuvela	Community Benefits Unit (CBU)
Sean McIntyre	Community Benefits Unit (CBU)
Matteo Colangelo	Community Benefits Unit (CBU)
Sundus Balata	Community Infrastructure Unit
Michelle Molubi	Confronting Anti-Black Racism
Graham Leah	Corporate Real Estate Management Division
Lisa (PMO) Barroso	Corporate Real Estate Management Division
Candice Valente	Economic Development & Culture Division
Dan Rosen	Economic Development & Culture Division
Pritish Roy	Engineering and Construction Services Division
Simon Hopton	Engineering and Construction Services Division
Alison Stanley	Social Policy (Rexdale CBA)
Hillary Keirstead	Social Procurement Program
Kiruba Sankar	Social Procurement Program
William Mendes	Toronto Community Housing
Amir Islam	United Way Greater Toronto
Ana Teresa Portillo	Parkdale Community Economic Development
Chris Campbell	Carpenters Union
Christina Montauti	The Career Foundation
Daniela Sabatini	Senior Services & Long-Term Care
Fatima Saya	Daniels
Gabriela Tavaru	ACCES
Gillian Mason	Gillian Mason Consulting
Judy Brooks	Metrolinx
Katherine Jacobs	Ontario Construction Secretariat
Kemet Bahlibi	Context Development
Raly Chakarova	Tridel BOLT
Rosemarie Powell	Toronto Community Benefits Network
Steve Shallhorn	Labour Education Centre
Susan McMurray	Toronto and York Region Labour Council

Regrets

Name	
Anna Cain	TESS Workforce Development
Diana Levy	Social Procurement Program
Hanifa Kassam	Poverty Reduction Office
Heather Tillock	Youth Development Unit
Joanne Isaac	TESS Workforce Development
Mathieu Maslard	Housing Secretariat
Michael Wolfe	Waterfront Toronto
Nima Kia	CreateTO
Sean McIntyre	Poverty Reduction Office
Selina Young	Indigenous Affairs Office
Zenia Wadhwani	Social Policy, Analysis & Research
Name	*Strategic Partner*
Abdul-Ghani "AG" Mekkaoui	Jay Dee Canada, ULC
Adam Melnick	Heat and Frost Insulators Local 95
Agapi Gessesse	CEE Centre for Young Black Professionals
Ameen Binwalee	Out of the Box Social Enterprise
Anne Gloger	Centre for Connected Communities
Danielle Williams	CEE Centre for Young Black Professionals
Elvy Moro	STEP
Fabio Crespin	United Way Greater Toronto
Floydeen Charles-Fridal	Caribbean African Canadian Social Services (CAFCAN)
Genevieve D'Souza	Heat and Frost Insulators Local 95
Geraldine Babcock	Humber College
Heather Tillock	Youth Development Unit
Jason Ottey	LIUNA Local 183
Jim Vlahos	General Contractors Section
Manjeet Dhiman	ACCES Employment
Marc Arsenault	The Provincial Building and Construction Trades Council of Ontario (PBCTCO)
Marc Soberano	Building Up (Social Enterprise)
Merissa Preston	LIUNA Local 506
Mike Mattos	Mount Dennis Community Association
Patrick McManus	Ontario Sewer and Watermain Contractors Association
Shine Jiyoun Chung	CEE Centre for Young Black Professionals
Surabhi Jain	Toronto Workforce Funders Collaborative

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Item	Discussion/ Comments / Actions
Welcome & land Acknowledgement	April Lim delivered the land acknowledgments
Advisory Group Introductions	• Introductions completed with attendees' names and organizations

CB Advisory Group – Purpose and Mandate	• This is the third year of convening the Community Benefits Advisory Group. In the first meeting, in February 2021, the purpose of the City's approach of bringing this committee together was discussed, along with key issues and challenges at the time. Some of the key issues and challenges still exist today. As a group, we spoke about connecting with employers, coordinating and collaborating with skilled trades, using data tracking for compliance, setting targets, and coordinating systems approaches to hiring pathways and social procurement.
	• What is the purpose of this Advisory Group? And what are the guiding principles of this group?
	   o **Purpose** - To bring together the knowledge and experiences of strategic partners to collaboratively problem solve key issues and challenges related to City's Community Benefits Framework.
	   o **Guiding Principles**
	      ➢ Social and Economic Inclusion – City levers can be used to create community benefits opportunities to reach Indigenous, Black and equity deserving communities.
	      ➢ Engagement with strategic partners is vital – to share the knowledge and experience.
	      ➢ Systems approach to collaboration and joint problem solving
	• In addition to the Advisory Group, three additional working groups were created. Organizations represented on the Advisory Group may join more than one Working Group. Up to two representatives per organization may join each Working Group.
	• The feedback received from the CB Advisory Group Survey issued in January 2023 had a response rate of 56% (33 responded out of the 59 total respondents).
	   o Overall, the respondents agreed that the Advisory Group should continue with its current mandate and goals, and that collaboration within the group is going well. People were also satisfied with the frequency and duration of the meetings.
	   o When asked: "What is the Advisory Group doing right"? respondents reported that stakeholder engagement and collaboration was going well. Some suggestions received have already been taken into action as next

	steps. Respondents also said they would like more clarity around the CB team's vision, mission, mandate and goals. In addition, some respondents suggested that the Community Benefit Unit can set more realistic and attainable goals in their work. • Gillian Mason commented on how important it is to put into perspective how far the group has come along from when it started. We can appreciate the fact that people want to better understand how they can be a part of change. There is still a long way to go to in achieving the goals set forward.

Ad Hoc Working Groups	Working Group 1: Community Benefits Hiring, Recruitment and Retention (Matteo Colangelo)
	
	• There were three deliverables being led by Tendai, Courtney and Matteo. The tools developed help to set the foundation for the work, and adaptations will be made when pilot testing starts.
	    o Deliverable 1 - Hiring Pathways
	    o Deliverable 2 - Hiring Forecast & Employer Engagement
	    o Deliverable 3 - Partnership Models
	• Amir Islam asked whether there is a plan to establish a working table where employers would be heavily involved?
	• Matt commented that that would be part of the Project Specific Working Group deliverable. The goal of this group is to foster collaboration to implement community benefits by bringing stakeholders together to connect people to opportunities.
	• Rosemarie Powell asked whether the journey maps and other completed tools have already been shared
	• April Lim commented that the journey maps and tools have been shared in the working groups, as each group worked collaboratively to build them. However, these tools haven't been shared beyond those working groups.
	
	Working Group 2: Community Benefits Hiring with Skilled Trades Unions (Reinaldo James)
	• This group has already met once in 2023 and the next meeting is scheduled for June. Working Group 2 has a wide range of stakeholders, including labor unions, training centres, contractors, community partners, employers and developers.
	    o Deliverable 1 - Labour Forecasting
	    o Deliverable 2 - Collecting and Tracking Data on Equity Indicators
	    o Deliverable 3 - Best practices, approaches, and mechanisms for reporting on construction hiring targets.
	• Steve Shallhorn asked why the City would want to its own project labour forecasting for each project, given that the contractor would already be breaking down what their labour costs would be. He is curious to see what the City comes up with, and what the contractor comes up with.

	• Reinaldo explained the difference between a conventional labour forecast and a labour forecasting template. The latter was created for the purposes of satisfying workforce development targets. This template allows contractors to provide an overview not of all the positions on a project, but to show the available opportunities for community benefits hiring.
	• Steve clarified that the City is not developing their own forecast. Reinaldo confirmed this, and clarified that they are developing the template for labour forecasting, which can be shared with the developer.
	• April suggested that we share the labour forecasting template with Steve, and that he can provide his feedback on it.
	• Rosemarie Powell asked whether LiUNA 506 has provided a baseline of the current demographics of their workforce? Rosemarie pointed out that when we're looking at the Ontario Construction Secretariat's demographic report, we learn that in Toronto, within the construction trades, 11% of minorities currently make up the construction labour force. The Community Benefits Framework is asking for a minimum target of 10%. The industry doesn't really see a problem because they are already at 11%. It would be helpful if we had a baseline understanding of the demographics unions that we're collaborating with. If we don't already have one, that could be part of the request in establishing these pilots.
	• Reinaldo commented that the unions have not identified a baseline of their demographics. However, that would be the desired future state of where we hope to go. Right now, it's about first developing the foundation for us to properly implement, track and monitor the targets being achieved to reach that goal.
	
	(See the Ontario Construction Secretariat's full report here: Demographics-Diversity-Report.pdf (iciconstruction.com)
	
	Ad Hoc Working Group 3: Community Benefits Workforce Development Monitoring and Evaluation (M&E) (Biljana Zuvela)
	• The goal is to develop an actionable, coordinated and consistent approach that will help to systematically capture the progress, outcomes, and learning, and to support continuous improvement, program accountability, and evidence informed decision making for specific community benefits projects.
	• Gabriela Tavaru provided updates for the deliverable and road maps.
	    o Deliverable 1 – Launch of Community Benefits Ad Hoc Working Group on Monitoring and Evaluation (2021)
	    o Deliverable 2 – Develop the Community Benefits Workforce Development Theory of Change (2022)
	    o Deliverable 3 – Develop the key elements of the monitoring and evaluation framework (2022/2023)
	    o Deliverable 4 - Develop, test and refine data collection and reporting tools (2023/2024)
	    o Steps Along Our Road Map. Why, What, When, How and Who to help us develop the monitoring and evaluation framework.

	- We have to focus on providing evidence of the extent to which targets are achieved. We need to also focus on evidence that will help us to understand how initiatives are implemented, what facilitates success, and what challenges have come up. This will help us take corrective actions and provide continuous quality improvement of any initiative.
	 - Three broad categories of questions were identified during the monitoring and evaluation process:
	   1. Achieved community benefits targets – focused on getting answers about job seekers and their social and demographic profile.
	   2. Outcomes related questions – review the initiatives' effectiveness for job seekers, employers and employment system as defined.
	   3. Implementation process – will focus on the enablers, barriers, challenges, and unintended outcomes.
	 - Over the next two weeks, the group will be conducting 1:1 consultations with all members of the working group to finalize the list of performance measures. This will then allow us to further develop the monitoring and evaluation framework by discussing the Why, What, When, How and Who questions.
	 - Biljana shared key learnings that emerged from the working groups with the collaboration, coordination, and partnership between different stakeholders as project partners.
	 - Susan McMurray asked whether the performance measures will be shared with members of the advisory group, and whether the working groups will have the final say on these measures?
	 - Biljana commented that the working group members are representing different stakeholders. We rely on the working group members to communicate the status of this work with their own organizations. The understanding is that the working group members consult with their colleagues and communicate any questions back to us.
	 - Susan McMurray asked whether the performance measures will only be focused on construction? Biljana clarified that the focus of the community benefits work is not only on construction, but will also be on professional, technical and administrative jobs.
	 - Biljana clarified that a system is being developed that will be looking at the common, core elements. There will also be certain questions related to construction and others related to professional administrative technology jobs.
	 - Susan McMurray commented that she thought the 10% would be focused on those who are "doubly proportionately disadvantaged".
	 - Rosemarie Powell commented that when looking back at the Theory of Change, we missed the mark in terms of its specificity. We should be focusing on what is the change we are trying to achieve, and how do we get there. It looks like this is more of a general Theory of Change for workforce development. If we're already at the 11%

	representation within the unionized construction industry, and our goal is 10%, then generically, we don't need to exist as the Community Benefits Framework. We already solved the problem 2 years ago.
	• Rosemarie further commented that we need to bring back the Theory of Change, not just for the generic workforce development issues at the City, but for the construction industry in particular. This is true especially given the amount of money the City is spending on construction projects. The City has the leverage to make some specific changes there, which can be brought back to this Advisory Group.
	• Rosemarie further commented that we should look at a broader Community Benefits Theory of Change rather than one that's only for workforce development. In terms of what we've been trying to address through the Community Benefits Framework approach, we've been really bang on, but this has kind of been lost in the different meetings, iterations and conversations that we've been having with different stakeholders at the table.
	• Steve Shallhorn commented that the confusion around the PAT jobs may be coming from using the term "construction" to refer to those doing the actual building. Perhaps a better term would be trades jobs. The PAT jobs presumably refer to those jobs within the constructions sector that are those supporting the project, either on-site in a construction trailer, or in a back office, but not actually swinging a hammer for a living.
	• Ana Teresa commented in the chat that Rosemarie's comments were powerful. If processes are being created only to meet 10% target that already exists, it is unclear what the goals/efficacy of this Advisory Group are.
	• Steve Shallhorn commented in the chat that just because the Theory of Change was developed by the working groups, doesn't mean that it can't be improved a year later.
	• Susan McMurray commented in the chat that if we use the larger group, we have already met the 10% target, when we know that according to the original purpose of CBAs, we have not nearly met our target. So, it must be the smaller disadvantaged group we are talking about.
	• Gillian Mason commented in the chat that the East End Anchor Institutions are gearing up together regarding workforce development and social procurement ... very timely to reach out to them.
	• Biljana provide additional information explaining that the theory of change was developed from the input of the different working group members, which included a high level document to articulate the work and the change being achieved. The definition of our target population
	• The working groups have invested in the collaboration with all working group members, researching and development building these protypes. The Pilot Testing: Community Benefits Toolkit. o Templates and guidelines o New models and approaches o Monitoring and evaluation

	• These tools and approaches are meant to provide comprehensive how-to guides for all stakeholders. The CB team is moving into pilot testing mode, and these components of the toolkit will be pilot tested on City projects taking place in 2023.
Discussion	• In continuing the great work, the CB team is asking their stakeholders and those across the Advisory Group to help with the following: 　1. Spread the word on the CB toolkit 　2. Identify employers (general contractors, sub-contractors, engineering and design, developers) to help us validate and review CB toolkit 　3. Highlight other CB models and tools we may have missed • Gillian asked how the group will be kept abreast of what is being learned through the pilot testing • These Advisory Group meetings are the key place where updates will be shared, as well as through the working groups.
Next Steps	• Next Advisory Group meeting will include update on City projects that will be pilot sites
Adjourn	Next Meeting June 1st, 2023 at 1:30 – 3 pm