

Community Benefits Ad Hoc Working Group 1

(Hiring, Recruitment and Retention)

November 23rd, 2023
(meeting # 8)

Agenda

Welcome/Introductions

- Land Acknowledgement
- African Ancestral Acknowledgement
- Ice Breaker Activity

Working Group Updates:

- Roadmap, deliverables, next steps
- Update on current / future City of Toronto pilot sites

Community Benefits Toolkit: Employment Service Provider List (internal dashboard)

- Overview/review and demonstration of dashboard
- Current process to curate/broker relationships (pilot/implementation)

Discussions – Workforce Intermediary Role:

- Process to identify (curate/broker) suitable organizations (e.g. Employment Service Providers)

Wrap Up / Next Steps – Thank You

Land Acknowledgement

We acknowledge the land we are meeting on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.“

African Ancestral Acknowledgement

The City of Toronto acknowledges all Treaty peoples – including those who came here as settlers – as migrants either in this generation or in generations past – and those of us who came here involuntarily, particularly those brought to these lands as a result of the Trans-Atlantic Slave Trade and Slavery. We pay tribute to those ancestors of African origin and descent.

Welcome Back: Introductions, Check-in and Ice Breaker

Please Introduce yourself (name, title, organization) and tell us what is your favourite summer treat....

- Chocolate Ice Cream
- Strawberry Ice Cream
- Mint Chocolate Chip Ice Cream
- Dairy Free Treat
- Popsicle
- Other

Roadmap – *How far we have come; where we are*

Winter 2021

Launch of Community Benefits Advisory Group & Ad Hoc Working Groups

Completed:

- Onboarding of CB Advisory Group
- Objectives & roles
- Shared understanding of challenges and opportunities

Deliverable 1: Hiring Pathways

Completed:

- Develop **journey maps** on employment
- Identify:
 - Barriers faced by job seekers
 - training/supports required in journey
- Identify steps critical to enable job readiness
- Launch and test minimum viable product

Deliverable 2: Hiring Forecast & Employer Engagement

Completed:

- Research, develop feasibility test, commence pilot testing: **PAT Labour Forecast template.**
- Research, develop feasibility test, commence pilot testing: **CB Project Specific Working Group** guidelines document
- Research, develop, commence pilot testing: **Employment Service/training provider list / dashboard**

Deliverable 3: Partnership Models

Completed:

- Commence pilot testing: Workforce intermediary approach, roles and responsibilities

Pilot Test CB Toolkit

Consult Working Group as required

Updates from Piloting Community Benefits Toolkit

Initiatives and pilot sites:

- Imagination, Manufacturing Innovation and Technology: One Active Pilot Site (3 hires in August – September)
- Housing Now: Two Active Pilot Sites
- Toronto Community Housing: Two Active Pilot Sites
- Social Procurement Program: Three Active Pilot Sites & Combined PAT & Construction Labour Forecast Template sent to numerous contract holders (suppliers)
- 5+ additional pilot sites expected in the coming months; continuous engagement with City divisions new opportunities

Key Takeaways (pilot / implementation)

1. Dedicated Workforce Intermediary is needed for each CB project
2. CB initiatives and projects are unique and Workforce Intermediary must adapt approach (light touch vs intensive) as needed
3. Workforce Intermediary roles and responsibilities:
 - a) Provide leadership and multi-partner coordination on achievement of CB WFD targets
 - b) Provide CB guidance and consulting, problem solving and implementation solutions throughout project lifecycle
 - c) Clarify various CB implementation roles, responsibilities, expectations, uphold accountability
 - d) Customize and adapt CB Toolkit components to fit project context and needs; provide orientation and onboarding to use of CB templates, forms, data tracking reports
 - e) Coordinate and connect various ecosystem players (City staff, contract holders and subcontractors, employment service providers, training programs) to respond to project specific workforce development opportunities

Community Benefits Toolkit: Employment Service Provider List (dashboard)

Need for a list and internal dashboard to support Workforce Intermediary/City staff to: identify, curate and broker relationships

Objectives:

- To support the identification of suitable organizations to support the achievement of Community Benefits targets (Workforce Intermediary, City Divisions/staff, Contract Holders/Employers)
- Identify / source and determine interest of:
 - Employment Service Provider organizations (City-endorsed or connected)
 - Service Provider Network organizations
 - Community Benefits Ad Hoc Working Group organizations
 - *In progress: Integrating Community Benefits Union Representatives into Dashboard / List*
- List also encompasses additional online supports to resources which may be required

Community Benefits Toolkit: Employment Service Provider List (internal dashboard)

Information available to Workforce Intermediary

- Program/Training Name/Description/Target group (e.g. indigenous, youth, women)
- Training focus (e.g. preparing for employment, construction trades, electrical, administrative)
- Certifications received (post-training)
- Program contact

Example of additional search functionality:

Ability to identify suitable organizations via various methods including:

- Radius (distance surrounding project site) – local hiring
- Isolation of smaller/specific areas within the City
- Neighbourhood Improvement Areas (NIAs) or City Ward
- Program/employment/training type (e.g. “apprenticeship”, “security”, “administrative”)

Community Benefits Toolkit: Employment Service Provider List Demonstration (internal dashboard)

Process to Curate & Broker Relationships Between Employers & ESPs

Current steps:

1. Workforce Intermediary (WI) receives Labour Forecast template (from Contract Holder / Employer)
2. WI reviews and discusses job opportunities (skills, experiences, requirements, conditions of employment)
3. WI utilizes ESP list to identify relevant ESPs/training programs aligned with forecasted opportunities
- 4. *WI narrows selection to 3 ESPs***
5. Contract Holder / Employer selects preferred ESP(s) to move forward and collaborate with
6. WI emails ESP(s) to confirm capacity and interest for collaboration
7. WI facilitates introduction meeting between ESP(s) and Contract Holder / Employer

Group Discussion:

Process to Identify Suitable Organizations

Current steps:

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When the Workforce Intermediary (Community Benefits Unit) is selecting agencies from the ESP list (dashboard) to recommend to a Contract Holder (employer) we want to ensure best alignment/success....

*1. Which details / information should the Workforce Intermediary use or consider when narrowing down agencies?
(e.g., opportunity type, program description, certification, target group, location etc.)*

2. What order should this be applied?

Working Group 1: Next Steps

- Resume rollout (pilot) of Community Benefits (CB) Toolkit on City projects with CB requirements
- Continue to engage with City Divisions, agencies and corporations to develop new opportunities
- Maintain ongoing engagement with Working Group 1 members through: 1:1 and or group sessions to solve sticky issues related to rollout (pilot) implementation
- Working Group 1 stakeholders will remain engaged through the Community Benefits Advisory Group and collaborative engagement