

# Community Benefits Advisory Group

October 2<sup>nd</sup>, 2023

# Agenda

1. Land & African Ancestral Acknowledgements
2. Welcome and Introductions
3. Progress Updates from City of Toronto's Community Benefits (CB) Unit
  - i. Updates on Community Benefits Pilot Projects (Courtney & Matt)
  - ii. New Hire Form (Biljana)
  - iii. Private Sector-led (Voluntary) CB Plans (Souleik)
4. Discussion: Defining “local hire” and “local business” (breakout rooms)
5. Wrap up

# 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 Metis peoples. We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit"*

# Introductions

**Welcome back!**

Please introduce yourself  
(name, title, organization/division)

# Updates & Key Takeaways from Piloting CBU Tools

## Initiative & Pilot Site

- Imagination, Manufacturing Innovation & Technology
  - One Active Pilot Site  
*3 hires in August – September*
- Housing Now and 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*

## Updates / Key Takeaways:

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

# New Hire Forms: Background

## 2022

- Theory of Change
- Monitoring & Evaluation Purpose and Primary Users
- Key Monitoring & Evaluation Questions

## 2023

- Performance Measures
- Data Collection and Reporting Processes
- Craft Data Collection and Reporting Tools

## 2024: Testing

# New Hire Forms: 4Ws and 1H

## **WHY?**

- New hires' socio-demographic profile
- Project targets

## **WHAT?**

- Position/job on the project
- Socio-demographic questions including barriers to employment

## **WHEN?**

- As job seekers get hired – Health and Safety Orientation (Skilled Trades) & Onboarding Process (PAT)

## **WHO?**

- Designated role/employer: Administering the form
- CBU: Analysis and reporting

## **HOW?**

- Online or paper form

# Bringing New Hire Forms to Life

**What needs to be in place to ensure successful implementation?**

- What can you do to support successful implementation?
- What would you need from the CBU team to support successful implementation?



# Private Sector-Led (Voluntary) Community Benefits

Encourages developers to ***voluntarily*** create community benefits plans

## Members Motion 47.1 - Voluntary Community Benefits Plans

In July 2022, City Council directed Social Development, Finance and Administration, Economic Development and Culture and City Planning, to **examine any possible options for projects** submitted for approval through "development application processes" to voluntarily include community benefits plans with proposed thresholds for equity hiring and social procurement to support inclusive economic development.

### 3 Case Study Approach

- Private sector-led community benefits plans with 'early adopter' developers on voluntary basis
- CB Plans will include equity-based CB hiring and social procurement commitments, declaration, monitoring and oversight structure
- Develop better understanding of the City of Toronto's role in absence of enforcement mechanisms
- Explore place-based approaches to community benefits implementation

# Private Sector-Led Voluntary Community Benefits

## **Phase 1 (February – June 2023) *Completed***

- Kick-off Interdivisional City Leads Table
- External consultations
- Information gathering, jurisdictional scan
- Options Analysis

## **Phase 2 (July – September 2023) *Completed***

- Legal Review
- Develop CB Plan Template
- Meetings with potential case study partners

## **Phase 3 (October – December 2023) We are Here**

- Confirm case study pilots (1/3) confirmed
- Complete CB Plans with case study partners
- Begin CB Plans with case study partners

# 3 Toronto Examples of Local Hire

## **City of Toronto Economic Development & Culture, IMIT Program's Local Employment Requirement:**

The applicant or user of the property must agree to collaborate with the City to promote local employment. This will include a local employment plan that will identify opportunities for local hiring and/or training and document how the applicant or property user will utilize City endorsed or sponsored employment programs. It is expected that the employment plan will span the term of the incentive and that outcomes will be tracked and documented.

# Jurisdictional Scan: Local Hire Definitions

## Los Angeles Community Workforce Agreement

- Tiered system with qualifying zip codes (high rates of poverty and/or unemployment). Tier 1 is within 5 miles of project site.

**Requirements** 30% local workers, 50% of apprentices are local, and 10% transitional (social) workers; tier 1 workers preferred

## Milwaukee Residents Preference Program (RPP)

- Zip codes in Milwaukee and:
  1. has not worked in preceding 15 days, and/or
  2. worked less than 1,200 hours in the preceding 12 months, and/or
  3. meets certain federal poverty guidelines

**Requirements** 40% of hours worked on public works contracts are done by RPP certified individuals, and 25% of that 40% are from high poverty zip codes

## New York City Community Hiring Economic Justice Plan and Project Labor Agreements (New Construction & Renovation)

- Zip codes where at least 15% of the population lives below the federal poverty level and/or are NYC Housing Authority (affordable housing) residents

**Requirements** 30% of all project hours

# Jurisdictional Scan: Local Hire Definitions (Continued)

## **Seattle Priority Hire and Community Workforce Agreement**

- Economically distressed zip codes identified by:
  1. People living under 200% of the federal poverty line
  2. Unemployment rate
  3. Those over 25 without a college degree

**Requirements** 20% (by 2016) and 40% (by 2025) of all project hours

## **Vancouver Community Benefit Agreements Policy**

- Vancouver's City Core (neighbourhoods and adjacent communities where levels of poverty and inequality are statistically high)

**Requirements** 10% of new entry level jobs available to people in Vancouver first, specifically those who are equity-seeking

# For Discussion: Local Hire & Local Business

## Defining “local hire” and “local business”

- What should we keep in mind when we define these terms?
  - Potential selection criteria: postal code (3 digit), neighbourhood, Neighbourhood Improvement Area, radius distance from project site, ward
- How can an equity lens be applied when defining “local”?