

Community Benefits Advisory Group Meeting Minutes

September 24th, 2024, 10:00 am – 11:30 am

Virtual Meeting, Held on WebEx

Attendees	
<i>Name</i>	<i>City of Toronto Divisions & Agencies</i>
Julia Rigato	Economic Development & Culture Division – IMIT Program
Simon Hopton	Engineering and Construction Services Division
Amy Agulay	FIFA Secretariat
Michael Brewer	FIFA Secretariat
Matt Hilder	Housing Secretariat
Hillary Keirstead	PMMD - Social Procurement Program
April Lim	SDFA - Community Benefits Unit (CBU)
Lina Pulido	SDFA - Community Benefits Unit (CBU)
Courtney Ayukawa	SDFA - Community Benefits Unit (CBU)
Matteo Colangelo	SDFA - Community Benefits Unit (CBU)
Reinaldo James	SDFA - Community Benefits Unit (CBU)
Souleik Kheyre	SDFA - Community Benefits Unit (CBU)
Hanifa Kassam	SDFA - Poverty Reduction Office
Zenia Wadhwani	SDFA - Social Policy, Analysis & Research
Sundus Balata	SDFA - Community Infrastructure Unit
Christine Carrasco	Toronto Employment & Social Services
<i>Name</i>	<i>Strategic Partner</i>
Sabrina Musto	Buy Social Canada
Kemet Bahlibi	Context Development
Isaac Fonseca	COSTI
Fatima Saya	Daniels Corporation
Lynn VanLieshout	Humber College
Abdul-Ghani "AG" Mekkaoui	Jay Dee
Steve Shallhorn	Labour Education Centre

Cecille Chin	Metrolinx
Mike Mattos	Mount Dennis Community Association
Aytakin Mohammadi	Northcrest Developments
Katherine Jacobs	Ontario Construction Secretariat
Kamaria Francis	Taylor Newberry Consultants
Christina Montauti	The Career Foundation
Anshika Kushwaha	Toronto Workforce Funders Collaborative
Rosemarie Powell	Toronto Community Benefits Network
Susan McMurray	Toronto and York Region Labour Council
William Mendes	Toronto Community Housing
Kumsa Baker	Toronto Community Benefits Network
Monica Zheng	Toronto Transit Commission
Raly Chakarova	Toronto and Area Road Builders Association (TARBA)
Anupma Sharma	United Way Greater Toronto
Anjuli Perera	Waterfront Toronto

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Item	Discussion/ Comments / Actions
Welcome, Land & African Ancestral Acknowledgement	Land Acknowledgment delivered by Reinaldo James African Ancestral Acknowledgement delivered by April Lim
Chair Updates	Updates on Community Benefits Framework (Zenia Wadhwani) <ul style="list-style-type: none"> • The Community Benefits Framework staff report to the City Council is deferred due to competing priorities including FIFA World Cup 2026 Community Benefits, and monitoring and evaluation work • The advisory group membership renewals have been ongoing and mostly finalized.
FIFA World Cup 2026 - Community Benefits Plan	Overview of FIFA World Cup 2026 (FWC26) (Michael Brewer with Amy Agulay) FWC26, Community Benefits Plan (April Lim) <ul style="list-style-type: none"> • The FWC26 Community Benefits Plan was introduced in a report submitted to the Executive Committee in July and is publicly available on the City's website. • The FWC26 offers a once in a generation opportunity to create lasting positive social and economic impacts across Toronto as a host, one of the 16 host cities. • The FWC26 Community Benefits Plan provides both a vision of commitment and road map to ensure workforce development and supply chain diversity opportunities are generated through Toronto's hosting of the FWC26 to reach Indigenous, Black and other equity deserving communities. • Three key areas of focus in the July report: <ul style="list-style-type: none"> ○ Community workforce development ○ Business opportunities for local and diverse suppliers ○ Skills training and employment readiness opportunities • July report also discussed accountability, measurement and evaluation efforts. • The plan aligns with the City's Community Benefits Framework and other City of Toronto equity strategies including: <ul style="list-style-type: none"> ○ Social Procurement Policy

	<ul style="list-style-type: none"> ○ Reconciliation Action Plan ○ Action Plan to Confront Anti-Black Racism ○ Poverty Reduction Strategy ○ Toronto Strong Neighbourhoods Strategy <ul style="list-style-type: none"> ● Above and beyond City procurements, FWC26 Community Workforce Development Program will focus on reaching youth from Indigenous, Black and equity-deserving communities. <ul style="list-style-type: none"> ○ Through existing City of Toronto youth programs: Toronto Youth Job Corps and Toronto Youth Partnerships and Employment; Toronto Youth Cabinet and other partnerships ○ Key informants, build relationships with employment service providers, community-based organizations, training organizations, unions, and more ○ “FWC26 Community Champion” Employers ○ FWC26 host cities, jurisdictional monitoring <ul style="list-style-type: none"> ▪ Seattle, San Francisco, Los Angeles, Dallas, Vancouver ○ Outcome and impact measurement ○ Using City of Toronto community benefits tools, templates, resources and workforce intermediary approach <p>FWC26, Community Benefits Plan (Souleik Kheyre)</p> <ul style="list-style-type: none"> ● Consultations and engagements to date include: <ul style="list-style-type: none"> ○ Toronto Community Benefits Network ○ Hospitality Workers Training Centre ○ Buy Social Canada ○ Youth Development Unit (SDFA) <ul style="list-style-type: none"> ▪ Youth Employment Partnerships ▪ Toronto Youth Employment Partnerships ○ Toronto Employment & Social Services ○ Toronto Youth Cabinet ○ Ontario Tourism Education Corporation ○ UNITE Here Local 75, Hospitality Workers ○ Key learnings thus far include: <ul style="list-style-type: none"> ▪ Embed decent work principles into the FWC26 Community Benefits Plan. ▪ Align the FWC26 community benefits plan with local labour market needs through a collaborative and cohesive approach to workforce development.
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	<ul style="list-style-type: none"> ▪ Create tailored approaches to meet both job seekers' interests and specific labour market conditions. ▪ Leverage FWC26 as a stepping stone to create long-lasting solutions to barriers to employment faced by Indigenous, Black and equity-deserving youth in Toronto. <p>FIFA World Cup 2026 (FWC26) (Michael Brewer)</p> <ul style="list-style-type: none"> • In addition, the City is also working on building relationships with employers and procurement leads that are a part of FWC26, that the City has no oversight over. This is to encourage them to establish connections with local employment providers and groups such as the event sector, and tourism hospitality sector that haven't been traditionally a part of the community benefits models. • Consultations and engagement with community will include 6 program advisory bodies which include: <ul style="list-style-type: none"> ○ Sport, Physical activity, Health and Wellness ○ Tourism and Economic Development ○ Arts & Culture ○ Human Right, DEI, and Anti-racism ○ Community Benefits and Social Procurement ○ Environmental Sustainability • Looking to begin engagement on all of these bodies late October and early November • The bodies are guided by the program advisory body framework with the following elements: <ul style="list-style-type: none"> ○ Purpose <ul style="list-style-type: none"> ▪ To establish advisory bodies with community and industry partners that consult and contribute to maximizing community engagement and leveraging opportunities for community impact and legacy resulting from hosting the FWC26 in Toronto. ○ Principles <ul style="list-style-type: none"> ▪ Diverse representation that reflects the City of Toronto from equity-deserving groups including youth, Indigenous and cultural communities. ▪ Focus on maximizing community engagement and leveraging opportunities for community impact and legacy. ▪ Align with FWC26IFA's objectives, and the City of Toronto's priorities, ensuring understanding and effectiveness in planning and implementation, while highlighting and enhancing the City's policies, plans, programs and initiatives. ○ Goals <ul style="list-style-type: none"> ▪ Ensure diverse representation and inclusion of various perspectives.
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- Facilitate targeted engagement and consultation to inform and guide community impact and legacy plans.
 - Create opportunities for stability in economic sectors that are still recovering post pandemic.
- For other engagement opportunities: Council reports will go to FWC26 subcommittee first, and then to Executive Committee, and followed by Council November 2024.
 - All are encouraged to engage at these key opportunities.
- Timelines:
 - Advisory bodies will kick off in fall 2024

Questions, Answers and Comments

- Kumsa Baker: The workforce development targets that were going to be developed, are there any updates in terms of the City procurements and workforce development targets that will be announced in October.
 - Michael Brewer: We haven't had any updates since the last meeting, targets were included as a scored component of the procurements sent out. PCL contract that we received approval to award will be the first major one. They are currently in the stage of finalizing the subcontractor and workforce development proposal details, the contract has not been signed yet. The FWC26 Secretariat will work with the Program Advisory Body (Community Benefits and Social Procurement) and report back through the FWC26 Subcommittee.
- Mike Mattos: Could you provide clarification on what is meant by the communities in Toronto where some are Black or Indigenous, and if geography is also taken into place.
 - Michael Brewer: The City's existing Community Benefits Framework and policies around engagements are where we are taking our lead. FWC26 focus will be on the City of Toronto to reach the entire city as mentioned about the sports programs and, art & culture wanting to reach all the communities across the city.
 - Further to the question regarding Centennial Park ensuring that the facility remains accessible for the residents in the neighborhood. This concern is being taken seriously which will be a part of our human rights action plan ensuring that access to facilities and services are not interrupted during the tournament and part of the legacy of the event.
 - Sundus Balata: The census from 2021 indicates that the black population makes up just under 10% of the City of Toronto where many black neighborhoods across the City of Toronto are undergoing significant displacement due to intensification, which is who would be targeted. The indigenous community makes up 1%, from 2016 to 2021 this 1% has increased by 25% of the indigenous communities moving to the City of Toronto where there is a growing population that identifies as indigenous or black. There are 2 plans in place, the Reconciliation Action plan and the Confronting Anti-Black Racism Plan at the City that are the only 2 plans at this level to target those communities

	<p>due to historically marginalized and excluded from processing use of advancement. The City is looking to use targeted universalism, targeting these communities to lower the barriers for other communities, equity deserving communities that have also been marginalized.</p> <ul style="list-style-type: none"> • Steve Shallhorn: Could you elaborate on existing contracts where CB clauses are added. Staff could regularly report to the advisory body in terms of the success that they are having (towards achievement of targets) <ul style="list-style-type: none"> ◦ April: There are limits to what details in contracts can be shared, especially with ongoing contracts but there is intention to have more data publicly available through the SPP public dashboard (elaborated on later) and the Monitoring and Evaluation Program the Community Benefits unit is working on. • Sabrina Musto: Could the City elaborate on what the FWC26 Community Champion employers are intended to be and has the City considered working with social enterprises that employ individuals with barriers to entering the workforce? <ul style="list-style-type: none"> ◦ April Lim: We are in the early days of identifying FWC26 Community Champions and employers, and will share more at the Program Advisory Body to be launched soon. <p>Taylor Newberry Consultants (Kamaria Francis)</p> <ul style="list-style-type: none"> • The project purpose is to analyze the implications of modifying the name of the “Community Benefits Framework” <ul style="list-style-type: none"> ◦ In the context of the Framework, the term “community benefits” refers to a range of outcomes that may be included as conditions when the City buys, builds, provides financial incentives or other unique opportunities where community benefits can be explored ◦ In the broader community benefits ecosystem, the term is used to refer to different things, at times causing confusion about the meaning of the term both internally at the City of Toronto and externally (e.g., community benefits charges, community benefits clauses, community benefits agreements, etc.) ◦ Because of this confusion, The City of Toronto initiated a process to explore the implications of modifying the name of the Community Benefits Framework • Taylor Newberry Consultants consulted 48 individuals from the community benefits ecosystem, led 7 focus groups and 13 interviews with participants ranging from government and public sector organizations, postsecondary institutions, community builders, The City of Toronto, community partners and unions. • There were varied opinions on how well the name of the Framework resonates among players in the community benefits ecosystem, participants highlighted three, interconnected problems around the name. <ul style="list-style-type: none"> ◦ A lack of clarity around terminology: There is confusion around who is included in “community”, and some participants felt like the use of the term “Framework” is unclear ◦ The purpose and scope of the Framework is not universally understood: Players in the community benefits ecosystem do not always understand the breadth of the work covered, or misunderstand what specifically the Framework does and does not cover
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- **The relationship of the Framework to other initiatives is not always clear:** There are challenges distinguishing the Framework from community benefits charges, social procurement and work external to the City of Toronto
- **Benefits associated with modifying the name**
 - Promotion of stronger buy-in from employers and developers
 - Better ability to distinguish the Framework from other initiatives, like community benefits charges
 - Increased clarity around terminology resulting in increased momentum of the community benefits movement; less time might be required to clarify the distinction between the use of the term “community benefits”
- Concerns with modifying or changing the name
 - There might be confusion
 - There might be a loss of momentum that comes from the community benefits term
- **Recommendations for next steps:**
 - **Step 1: Clarify the purpose and messaging of the Framework**
 - Associated terminology
 - Distinctions between different types of cross-player agreements about community benefits
 - The various ways of procuring resources to invest in community benefits
 - How the Framework interacts with other City divisions and initiatives
 - Aspects of implementation
 - The distinction between the CBU and the Toronto Community Benefits Network
 - **Step 2: Consider enhancing the name of the Framework through a name amendment that helps to distinguish it from other initiatives**
 - There was no clear consensus on enhancing the name
 - The current name causes confusion
 - The term “community benefits” was generated by the community and should remain an essential component of the name to reflect the guiding principles of the Framework
 - Consultations generated potential words to be included in the name of the Framework.
- Steve Shellhorn: Would like to state there is no need to change the name, simply add ‘City of Toronto’ to the name. There is also a historical significance of the ‘framework’ term.
- Kumsa Baker: What would be the next steps? Would more be shared in terms of the recommendations that were presented and how the advisory would proceed with the recommendations received.
 - April Lim: We will be taking some time to dive further into the recommendations, the findings, and begin to action the recommendations put forward which will be shared a finalized report. Some of the recommendations received are more clarity, better descriptions, and explanations needed for internal and external partners to understand the City’s approach to community benefits. What is the

framework? What is the role of the Community Benefits Unit? How does the city leverage city agreements? There is still a lot of confusion surrounding the name and the roles that the CBF and CBU play, particularly how it intersects, with different city divisions and initiatives. Our plan is to focus on clarifying work, before we even begin thinking about changing the name. The CBAG will be kept in the loop about any future plans.

Economic Development and Culture Division – IMIT Program (Julia Rigato)

- The City of Toronto's Imagination, Manufacturing, Innovation, Technology (IMIT) Property Tax Incentive program was established in 2008 in response to slow employment growth in the City compared to other Greater Toronto Area Municipalities due to a variety of factors.
 - **The IMIT Program was designed to:**
 - Support Toronto's key industry sectors
 - Promote employment growth and economic development
 - Help address the imbalance in commercial and industrial tax rates.
- The local Employment Requirement program was created in 2008, successful applicants have been required to meet a Local Employment Requirement to receive the IMIT incentive over the 10-year payment schedule.
- The requirement was initially designed to ensure employers occupying IMIT supported developments promote participation in local hiring initiatives during the incentive period.
 - **Local employment requirement component of By-Law 1207-2018**
 - 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 user of the property 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.
- In 2019, there was a points-based system integrated into the program
- The points-based program currently has 74 projects approved to date, of which some have completed the payment cycle and there are currently 36 grant recipients.
 - Grant recipients are required to provide data and updates on their local employment initiatives and activities that demonstrate their impact. These include job fairs, mentorship, providing employment-specific funding, and being certified as a living-wage employer
- In February 2024, EDC and Planning received direction from the City council to bring forward a new CIP for a financial incentive program that will replace IMIT, and that would at a minimum.
 - Remove Office Eligibility (with certain exceptions)
 - Reduce the quantum and term of grants to 60% of the municipal tax increment over 5 years
 - Include new criteria to assess grant applications
 - Include an improved local employment plan requirement

	<ul style="list-style-type: none"> ○ Include mechanisms to support City goals related to sustainability, job quality and access, and community wealth building • A new Program CIP By-law and an improved Local Employment Requirement, considering renaming it to the Community Benefits Workforce Development requirement to better capture the focus on achieving equitable hiring targets as opposed to the points-based system. This will be considered by the Council in December 2024. • There will be an opportunity to further engage on these changes in the coming months. • Questions: • Steve Shallhorn: Is this related to employment lands designation changes? <ul style="list-style-type: none"> ○ Julia: No, it is not, that is a separate area. Happy to connect offline about it. <p>Purchasing and Materials Management Division (Hillary Keirstead)</p> <p>Presented on the review of the Social Procurement Program and recommended amendments and next steps that will be presented at December 10 Executive Committee.</p> <p>Outlined the scope of the current Social Procurement Policy and 2017-2023 achievements.</p> <ul style="list-style-type: none"> • Social procurement leverages the City's purchasing power to drive inclusive economic growth through two key components. <ul style="list-style-type: none"> ○ Supply Chain Diversity ○ Workforce Development • The origin of Toronto's Social Procurement Policy starts in community. As early as 2006, residents began to challenge City staff to use municipal capital spend to create youth employment opportunities. Work then began on connecting youth with jobs on a project-by-project basis until a corporate team was established to scope a social procurement program for the City. This team established a Social Procurement Framework in 2013, which become the current Social Procurement Policy in 2016. • In 2021, the City Council directed the Chief Procurement Officer to conduct a five-year review of the Social Procurement Policy to identify successes and opportunities for improvements. • In 2022, the City adopted the Reconciliation Action Plan, which included an action to develop decolonized procurement processes. This work is now proceeding apart from the Social Procurement Program and Policy review and is being led by an Indigenous Policy Development Officer dedicated to the Indigenous Procurement portfolio and the co-development of an Indigenous procurement policy. • The Social Procurement Policy review covered 2017 to 2023 and consisted of: <ul style="list-style-type: none"> ○ Data validation and analysis of program outputs and achievements ○ A jurisdictional scan of emerging best practice ○ An online public survey of Indigenous, Black and diverse suppliers ○ Preliminary community and divisional engagement ○ Discussion with suppliers that have workforce development contract terms; and
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- A feasibility assessment of options to enhance the program's performance.
- The Roadmap to Enhanced Social Procurement from 2024 to 2027
 - 2024 - Report to Council with results of review and Phase 1 recommendations.
 - 2025 - Corporate and community engagement. Implementation of Phase 1 updates.
 - 2026 - Report to Council with results of engagement and Phase 2 recommendations.
 - 2027 - Ongoing engagement. Implementation of Phase 2 recommendations.
- Phase 1 Proposed Recommendations
 - Broad business and community engagement is required to develop recommendations from the review findings.
 - An Advisory Committee with representation from community and business will be formed in 2025.
 - Community engagement sessions will also be planned with input from the Advisory Committee.
 - Policy enhancements for supply chain diversity will be recommended at Executive Committee on December 10, 2024:
 - Expand social procurement beyond supplier certification; and
 - Define Social Enterprises separately from Diverse Suppliers.
 - Program enhancements for workforce development are also proceeding under the Chief Procurement Officer's authority.
 - Updating solicitation templates to clarify requirements, particularly around target-setting.
- Steve Shallhorn: Looking forward to the social procurement dashboard and an effort to be more transparent. Could you elaborate more on setting hard targets in the procurement policy.
 - Hillary Keirstead: The dashboard will be at the portfolio level, not specific contracts. For construction projects and for any solicitation where award is to the lowest compliant bid, targets are set up-front in five activity areas, in discussion with the Divisional Project Manager. In evaluated solicitations without a Construction Agreement, suppliers are asked to include a workforce development plan in their bid that considers the 5 activity areas and which is assessed during the evaluation process. The plan and targets are finalized post-award with the successful supplier. Solicitation language is being clarified in evaluated solicitations without a Construction Agreement to ensure there is a clear understanding of what is expected from suppliers respecting setting hard targets when they bid.
- Kumsa Baker: What is the current process around compliance for contractors that have targets and if there are opportunities to develop compliance tools that the public is aware of the projects that are compliant with the targets set.
 - Hillary Keirstead: The Social Procurement Policy includes provisions for disqualification of suppliers from conducting business with the City for a period of two years if a supplier fails to implement their workforce development plan as proposed and agreed upon with the City in two separate instances over a period of three years inclusive. The Chief Procurement Officer would recommend

	disqualification to the appropriate Standing Committee. The tools for suppliers to meet their targets, particularly around hiring, are not robust enough for suppliers to effectively identify candidates for employment opportunities or to identify diverse suppliers. Disqualification has not been contemplated in the absence of these tools, particularly hiring pathways.
Adjourn	<ul style="list-style-type: none"> • Next Community Benefits Advisory Group Meeting: TBD for Q1 2025 • For the remainder of Q4, the focus will be on coordinating and convening. <ul style="list-style-type: none"> ○ FIFA Program Advisory Body (Community Benefits) ○ IMIIT working group to review program changes ○ Rexdale Community Steering Committee

Appendix to Minutes

Appendix 1: Current Supplier Certification Organizations	<p>The City is currently a member of 5 supplier certification organizations, which are non-profit organizations that certify diverse suppliers in Canada:</p> <ul style="list-style-type: none"> • Canada's 2SLGBTQI+ Chamber of Commerce (CGLCC) • Canadian Aboriginal and Minority Supplier Council (CAMSC) • Canadian Council for Indigenous Business (CCIB) • Inclusive Workplace and Supply Council of Canada (IWSCC) • Women Business Enterprises Canada Council (WBE Canada) <p>More information can be found here</p>
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