

# Community Benefits Program – Jurisdictional Scan

## City of Brampton

<b>Community Benefits Development</b>	
Program Title	Community Benefits Policy
Lead Department & Staff	<ul style="list-style-type: none"> <li>• Purchasing, Strategic Services and Initiatives.</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>• 5 years of development (2019-2024)</li> <li>• Approved in 2024</li> </ul>
Public or Private	<ul style="list-style-type: none"> <li>• Currently applies to public and private development projects</li> </ul>
Framework Outcomes	(1) Workforce Opportunities
Guiding Principles	<ul style="list-style-type: none"> <li>• Further advance the City’s commitment to equity, diversity and inclusion</li> <li>• Support construction employers and their unions in recruiting, training and hiring diverse and equitable persons.</li> <li>• Expand training and employment opportunities for Brampton residents who are members of equity-deserving groups or groups that have been historically underrepresented in the construction industry.</li> </ul>
Framework Development	<p>The Community Benefits Policy is part of the Sustainable Procurement Strategy, a framework that encompasses multiple initiatives that focus on community benefits. The City implemented the Supplier Diversity Program in 2021 which requires a certain number of diverse suppliers to bid on procurement contracts. Since the program was well received, council directed additional community benefit protocols to be developed which stemmed the Fair Wage Policy and Community Benefit Policy.</p> <p>A consultant was hired to develop the Community Benefits Policy. They conducted the research and established a working committee which was comprised of internal and external partners to guide the policy development.</p>

<p>Policy Instruments</p>	<ul style="list-style-type: none"> <li>• Community Benefits Plan Proposal Template: contact information for community organizations that will assist with outreach and engagement</li> <li>• Guide to Developing a Community Benefits Plan: guide to support developers submit a community benefit development plan for city consideration and approval.</li> <li>• Participant Registration Form</li> <li>• Tracking and Reporting Tool</li> <li>• Education and training: training components are available for all city staff, suppliers and the community to ensure that all parties are aware and understand the policy components.</li> </ul>
<p><b>Community Benefit Framework Implementation Infrastructure</b></p>	
<p>Community Benefit Agreements (CBA)</p>	<p>The Community Benefits Plan that vendors submit as part of their bid or proposal becomes the vendor’s contract with the City upon approval.</p> <p>The Community Benefits Policy applies to designated construction projects with an estimated procurement value of \$5,000,000 or greater.</p>

<p>Governance &amp; Stakeholders</p>	<p>Director of Purchasing</p> <ul style="list-style-type: none"> <li>• Oversees the administration of the Community Benefits Policy including appointing a Community Benefits Administrator and Community Benefits Committee.</li> <li>• Determines and approves whether a construction project will be designated as a Community Benefits project, based on the recommendation of the Community Benefits Administrator and policy requirements.</li> <li>• Authorizes the inclusion of the Community Benefits Plan in the vendor's contract with the City.</li> </ul> <p>Community Benefits Administrator</p> <ul style="list-style-type: none"> <li>• Ensures Community Benefits Policy and related resources are updated and available to vendors.</li> <li>• Coordinates training for City staff on administering the Community Benefits Policy.</li> <li>• Review vendor obligations under the Community Benefits Plan and finalizes the contract with vendor.</li> <li>• Monitors vendor effort and results in implementing Community Benefits throughout construction, and reviews vendor reports.</li> <li>• Assists vendor in collaborating with community-based organizations.</li> </ul> <p>Community Benefits Committee</p> <ul style="list-style-type: none"> <li>• Review the design and administration of the Community Benefits Policy on an annual basis.</li> <li>• Comprised of representatives from: <ul style="list-style-type: none"> <li>○ Public Works and Engineering</li> <li>○ Legal</li> <li>○ Corporate Support Services</li> <li>○ Community Services</li> <li>○ Other departments as required</li> </ul> </li> </ul>
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<p>Data &amp; Tracking Tools</p>	<p>The tracking tool consists of six forms: general information, outreach activities, partnerships, resident information, training and employment targets, and success metrics. These must be submitted as part of the reporting process, both semi-annually and at the end of the construction phase.</p> <p>Vendors must submit the reporting form semi-annually and a final report following the completion of construction. Reports must describe outreach, recruitment, training, and hiring activities undertaken under the Community Benefits Plan. Vendors must demonstrate to the City that they made their best efforts to fulfill the commitments outlined in their plan.</p> <p>Participant survey is used to gather feedback from employees working on the project to evaluate the pilot.</p> <p>Targets &amp; Thresholds</p> <ul style="list-style-type: none"> <li>• Vendors set targets in their Community Benefits Plan, estimating the number of residents they will engage, educate, train, and employ as part of the construction work.</li> <li>• Vendors set these targets in conjunction with outlining how they will offer training and employment opportunities as part of their outreach.</li> </ul>
<p>Challenges &amp; Successes</p>	<ul style="list-style-type: none"> <li>• Contractors prefer online and simple reporting tools, not excel spreadsheets.</li> <li>• Setting hard targets was challenging to determine and not of interest according to feedback from interviews and benchmarking.</li> <li>• External partners and community associations were very engaged throughout the consultation sessions and provided valuable input to inform policy development.</li> <li>• Peel Community Benefits Network was a great resource to share and identify external stakeholders to engage.</li> </ul>
<p>Next Steps</p>	<ul style="list-style-type: none"> <li>• Piloting the Community Benefits Policy with a construction project will help determine whether expectations and criteria are achievable.</li> <li>• Explore expanding community benefits to include social value and procurement.</li> </ul>

# City of Toronto

<b>Community Benefits Development</b>	
Program Title	Community Benefits Framework
Lead Department & Staff	<ul style="list-style-type: none"> <li>• Social Development, Finance and Administration – Community Benefits Unit</li> <li>•</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>• ~ 5 years of research</li> <li>• 4 years development (2015-2019)</li> <li>• Approved in 2019, framework updated in 2021</li> <li>• Community Benefits Unit developed in 2022</li> </ul>
Public or Private	<ul style="list-style-type: none"> <li>• Currently applies to public developmental projects</li> <li>• Toronto is currently piloting the Community Benefit Framework with the private development industry in 2025 with the Taxi Way District Downsview</li> </ul>
Framework Outcomes	<ol style="list-style-type: none"> <li>(1) Inclusive Workforce Development</li> <li>(2) Supply Chain Diversity</li> <li>(3) Other Community Identified Priorities</li> </ol>
Guiding Principles	<ul style="list-style-type: none"> <li>• Promote social and economic inclusion – maximize social and economic impacts especially in construction of public infrastructure; generate economic opportunities for Indigenous peoples, people of equity-deserving groups and diverse suppliers.</li> <li>• Engage and involve the community – understand needs and priorities of equity-deserving groups and Indigenous peoples.</li> <li>• Achieve accountability – process to be consistent, transparent and accountable to its relevant partners.</li> </ul>

<p>Framework Development</p>	<p>Toronto developed its Community Benefits Framework (CBF) by building on existing divisional programs and policies, rather than piloting a new centralized model. The framework and tools continue to be updated as more projects continue to adopt community benefits through the framework.</p> <p>Council directed staff to convene an advisory group of City Divisions, Agencies, and Corporations, along with external stakeholders, to shape the framework (<a href="#">Attachment 6</a>). The advisory process engaged a wide range of partners including:</p> <ul style="list-style-type: none"> <li>• Non-profits, research and policy organizations</li> <li>• Community benefit advocates and funders</li> <li>• Construction sector stakeholders (unions, contractor associations, developers, and pre-apprenticeship programs)</li> </ul> <p>Community benefits were piloted on private development infrastructure projects following policy approval including the Rexdale – Casino Woodbine.</p> <p>When adopted, the framework consolidated several ongoing initiatives under a shared vision of community benefits. Each division continues to implement its own programs, while the Community Benefits Unit (CBU) provides expertise, coordination, and support to align activities with the CBF. For example, the Social Procurement Policy and Program and the Economic Development and Culture Division each manage independent initiatives, but both fall under the umbrella of the city-wide framework.</p>
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<p>Policy Instruments</p>	<ul style="list-style-type: none"> <li>• <a href="#">Social Procurement Policy and Program</a> drives inclusive economic growth by requiring supplier diversity and Indigenous procurement, and supporting workforce development initiatives.</li> <li>• <a href="#">Imagination, Manufacturing, Innovation and Technology Program (IMIT)</a>: Offers a tax equivalent grant for new construction or major renovations in targeted employment sectors, refunding part of the property tax increase tied to development.</li> <li>• The Construction Connections network brings together multiple partners to align training and hiring pathways for workforce development specifically for the construction industry (<a href="#">Attachment 3 – Table 1</a>): <ul style="list-style-type: none"> <li>○ Toronto Employment and Social Services</li> <li>○ Ministry of Training, Colleges and Universities</li> <li>○ Social Development, Finance and Administration</li> <li>○ YMCA</li> <li>○ Employers – Project Developers, Contractors, Sub-Contractors</li> <li>○ Trades/Labour Unions and Training Delivery Agents</li> <li>○ Broader Network of Workforce Development and Skills Training Providers – Employment Ontario agencies; Training Delivery Agents; Colleges; Service providers contracted to deliver Toronto employment and Social Services Purchase of Employment Services for Ontario Works clients; Social Enterprises</li> </ul> </li> </ul>
<p><b>Community Benefit Framework Implementation Infrastructure</b></p>	
<p>Community Benefit Agreements (CBA)</p>	<ul style="list-style-type: none"> <li>• Toronto does not use a standalone CBA. It embeds community benefit clauses directly into procurement, development, and collaboration agreements.</li> <li>• These clauses specify measurable targets, monitoring plans, and reporting obligations, making them enforceable as contract conditions.</li> </ul>

<p>Governance &amp; Stakeholders</p>	<p>Community Benefits Unit</p> <ul style="list-style-type: none"> <li>• Leads implementation, supporting divisions to integrate community benefit goals into their programs.</li> <li>• Acts as subject matter experts, drafting legal language for agreements (terms and conditions for target requirements), translating policy goals into measurable outcomes, and liaising with workforce partners (Employment Ontario, non-profits, unions, developers).</li> <li>• Implementation support liaising divisions with the appropriate workforce connections including employment Ontario, non-employment Ontario, agencies that provide outreach and training for positions, support with evaluating and reporting on the community benefits to ensure they remain accountable to the public.</li> </ul> <p>Project Specific Working Groups</p> <ul style="list-style-type: none"> <li>• For each project with community benefits, the City convenes a Project-Specific Working Group (including the CBU and project contractors) to address barriers, challenges, monitor progress and report results.</li> </ul>
<p>Data &amp; Tracking Tools</p>	<ul style="list-style-type: none"> <li>• Implementation is project-based, as targets vary by agreement.</li> <li>• A CBU staff member is assigned to each project to adapt templates and tools, such as labour forecasting models, reporting templates, and monitoring systems.</li> <li>• Progress is monitored manually through project working groups, with results aggregated by the CBU.</li> </ul> <p>Targets &amp; Thresholds</p> <ul style="list-style-type: none"> <li>• Targets (workforce hiring, apprenticeships, supplier diversity) are embedded into each project’s legal agreements.</li> <li>• Thresholds are developed collaboratively with developers to ensure they are realistic and achievable.</li> </ul>

<p>Challenges &amp; Successes</p>	<ul style="list-style-type: none"> <li>• Set clear expectations through legal contracts with concrete goals established in advance and collaborate with project contractors on an ongoing basis to address issues as they arise.</li> <li>• Establish an internal steering committee to develop strategic priorities for the municipality and oversee internal processes such as engagement, division sign-offs, and securing buy-in for community benefits.</li> <li>• Recognize that each community benefit program and initiative is unique, requiring flexibility in definitions, targets, and processes.</li> <li>• Implementing workforce development benefits is challenging, as each workforce industry has different goals and needs. Municipalities must establish equity outcomes and achievable targets based on industry baselines and gaps. Focusing on specific industries or populations allows for a deeper understanding and stronger outcomes.</li> <li>• External partners noted that community benefits can increase contract costs and delay project schedules, particularly in today's challenging market conditions.</li> </ul>
<p>Next Steps</p>	<ul style="list-style-type: none"> <li>• Hire a Community Benefits Coordinator</li> <li>• Implement of data tracking system: requires collaboration with a range of community benefits partners including employers, job seekers, employment agencies, community organizations, contractors, unions, pre-apprenticeship training programs and others.</li> <li>• Develop a Corporate-Wide Data Tracking System: centralized data system to track metrics such as equity-deserving group hires, apprenticeships, supplier diversity and career progression.</li> </ul>

## City of Vancouver

<b>Community Benefits Development</b>	
Program Title	Community Benefits Agreement Policy
Lead Department & Staff	<ul style="list-style-type: none"> <li>City of Vancouver Social Policy &amp; Projects Division, Community Economic Development area</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>5 years of development (2013-2018)</li> <li>Approved in 2018</li> </ul>
Public or Private	<ul style="list-style-type: none"> <li>Applies to private development projects</li> </ul>
Framework Outcomes	<ul style="list-style-type: none"> <li>(1) First Source Hiring</li> <li>(2) Social Procurement</li> <li>(3) Supplier Diversity</li> </ul>
Guiding Principles	<ul style="list-style-type: none"> <li>Create meaningful employment for equity deserving groups in Vancouver</li> <li>Encourage and support procurement practices that create local multiplier effects and social value – supporting companies that practice social impact employment or are majority owned by groups traditionally underrepresented in the private sector</li> <li>Implementation will focus on enabling and supporting community benefits through a partnership driven approach</li> </ul>
Framework Development	<p>Advocacy from local community organizations and networks prompted the development of the framework. A policy working group was established made up of stakeholders, social enterprises and various City representatives to develop and evaluate the community benefits program. It was dismantled once the policy was created.</p> <p>Community benefits were piloted on three private development infrastructure projects following policy approval.</p>

<p>Policy Instruments</p>	<ul style="list-style-type: none"> <li>• <a href="#">Community Benefit Agreement (CBA) Policy</a>: City by-law framework requiring CBA on major development projects including explicit guidelines on local hiring and procurement targets.</li> <li>• <a href="#">Compliance Toolkit</a>: A comprehensive toolkit for developers and contractors, including compliance-projection tools, reporting templates, and guidance on a “CBA Social Vale Menu” to operationalize procurement targets (~10%). <ul style="list-style-type: none"> <li>○ Monthly Reporting Tool for Trades</li> <li>○ Projection Tool for Trades</li> <li>○ CBA Annual Report</li> <li>○ CBA Questionnaire Template</li> <li>○ CBA Bid Language and Procurement Support Document: Purpose is to support developers or general contractors to include social value language in the bid and tender process during the implementation of the CBA.</li> <li>○ Third Party Monitor Expectation Guide: Outlines the roles and responsibilities to implement the CBA.</li> <li>○ City Core Map: Outlines a geographic tiered system that developers and general contractors must hire employees and procure goods and services from.</li> <li>○ CBA Reporting Requirements</li> </ul> </li> </ul>
<p><b>Community Benefit Framework Implementation Infrastructure</b></p>	
<p>Community Benefit Agreements (CBA)</p>	<ul style="list-style-type: none"> <li>• Legally binding agreements negotiated with developers and community groups for development projects over 45,000 square metres of gross floor area (GFA), enforceable through contract law and embedded into development and operation permit approvals.</li> <li>• Voluntary CBAs may be developed for projects with less than 45, 000 square metre of gross floor area (GFA), if the developer expresses interest.</li> </ul>

<p>Governance &amp; Stakeholders</p>	<p>Interdepartmental staff team</p> <ul style="list-style-type: none"> <li>• Rezoning team in the Planning Department receives the development application, presents the requirements for the CBP including hiring a third-party monitor, 10% employment and procurement targets, projection schedule and construction schedule.</li> <li>• City lawyer supports with signing the CBA.</li> </ul> <p>Third Party Monitor (independent)</p> <ul style="list-style-type: none"> <li>• Monitors and reports the progress of the CBA throughout the project development.</li> <li>• Collects information from the developers, general contractors and sub-contractors using City provided templates, to meet reporting requirements.</li> <li>• Shares relevant information between the general contractors and the municipality, complying with the Non-Disclosure Agreements.</li> <li>• Foster community and business connections for employment opportunities through job fairs and matchmaking opportunities.</li> <li>• Maintain and provide industry directories for each development phase for developers and general contractors to hire from to ensure they are meeting their targets.</li> </ul> <p>Community Benefit Agreement Working Group</p> <ul style="list-style-type: none"> <li>• Comprised of representatives from the third-party monitor, municipality, applicant, general contractor and sub-contractors as required to collect progress updates and obtain support on challenges that arise.</li> </ul> <p>City of Vancouver Social Policy &amp; Projects Division</p> <ul style="list-style-type: none"> <li>• Provide templates to the third-party monitor to monitor and report on the implementation of the CBA.</li> <li>• Support developers by providing educational resources.</li> </ul>
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<p>Data &amp; Tracking Tools</p>	<ul style="list-style-type: none"> <li>• CBA Questionnaire Template: Third party monitor provides questionnaire to the general contractor to give to their employees and suppliers to ensure they are meeting the employment and social procurement targets.</li> <li>• Monthly Reporting Tool for Trades: Regular monthly report presented to the Project Specific Working Group to track targets based on excel spreadsheets.</li> <li>• CBA Annual Report: Annual report to City of Vancouver on compliance, successes and issues that arise in meeting targets.</li> </ul> <p>Targets &amp; Thresholds</p> <ul style="list-style-type: none"> <li>• The 10% targets were piloted on early projects and proven achievable.</li> <li>• Implemented a guideline of “best effort” for employment, local procurement for goods and services.</li> <li>• The municipality implemented a City Core Map – a tiered system to monitor how developers determine what local is.</li> </ul>
<p>Challenges &amp; Successes</p>	<ul style="list-style-type: none"> <li>• Third Party Monitor (examples: Buy Social, Lighthouse Counselling) maintains active directories for industries to support with hiring and social procurement. The City of Vancouver cannot publicly share their directories unless they have three different agencies available for each product or service.</li> <li>• Simplify reporting mechanisms to collect information from workers in the field (contractors and sub-contractors). Many workers only have access to a phone, which makes it difficult to collect information in spreadsheets.</li> </ul>
<p>Next Steps</p>	<ul style="list-style-type: none"> <li>• Updating the policy and tracking tools, specifically around the definition of “best effort” to provide clarity on tracking progress towards achieving targets.</li> <li>• Developing educational/step-by-step guidelines and trainings on how and when to complete reporting requirements for specific roles that are required to report such as general contractors and sub-contractors.</li> </ul>

## Region of Waterloo

<p><b>Community Benefits Development</b></p>	
<p>Program Title</p>	<p>Pilot Community Benefits Framework</p>
<p>Lead Department &amp; Staff</p>	<ul style="list-style-type: none"> <li>• Region of Waterloo – Employment Ontario, Employment and Income Support</li> </ul>
<p>Timeframe</p>	<ul style="list-style-type: none"> <li>• Approval date to begin pilot 2021</li> </ul>
<p>Public or Private</p>	<ul style="list-style-type: none"> <li>• Applies to private development projects</li> </ul>

Framework Outcomes	(1) Workforce Development
Guiding Principles	<ul style="list-style-type: none"> <li>Use the region’s buying power to recruit, engage and retain a diverse labour force including underrepresented groups, veterans, youth and other workers.</li> </ul>
Framework Development	<p>In 2021, Council approved to form an Ad-hoc Committee to consider advantages, disadvantages, implications, desired outcomes and costs of various options for the use and implementation of Community Benefits Agreements/Workforce Development Agreements at the Region of Waterloo. Council directed this motion in effort to revitalize affordable housing following the pandemic. The Ad Hoc Community Benefits Procurement Committee conducted public engagement and stakeholder consultations to gather feedback on the Community Benefits/Workforce Development Agreements. Learnings from the engagement informed the agreements used for the pilot projects from the Waterloo Region Housing Master Plan.</p> <p>The Region established preliminary requirements for the pilot framework but intends to collaborate with the contractor who will bring forward their own ideas for workforce development activities. A cash allowance of up to \$100,000 per project site is made available to the contractor to implement the workforce development plan (WDP). The framework is being piloted on two community housing construction projects at 416 Kingscourt Drive, Waterloo and 82 Wilson, Kitchener.</p>
Policy Instruments	<ul style="list-style-type: none"> <li>Affordable Housing Plan: In response to high unemployment following the pandemic, the City prioritized getting residents back to work, particularly in the construction sector, while leveraging the Affordable Housing Plan. Community benefits were introduced as a workforce development tool to support hiring efforts specifically for equity-deserving and underrepresented groups, while advancing the housing strategy plans.</li> </ul>
<b>Community Benefit Framework Implementation Infrastructure</b>	
Community Benefit Agreements (CBA)	<ul style="list-style-type: none"> <li>The region creates a Community Benefits Agreements/Workforce Development Agreement and the contractor prepares a Workforce Development Plan (WDP) forming part of that agreement which outlines: <ul style="list-style-type: none"> <li>The workforce development strategies to hire underrepresented or individuals facing systemic barriers.</li> <li>A contractor liaison for all issues related to the WDP including oversight of participants and sub-contractors</li> </ul> </li> </ul>

<p>Governance &amp; Stakeholders</p>	<p>Ad Hoc Community Benefits Procurement Committee</p> <ul style="list-style-type: none"> <li>• Conduct public engagement and consult with partners on Community Benefits/Workforce Development Agreements.</li> </ul> <p>The Region of Waterloo Employment Ontario (EO)</p> <ul style="list-style-type: none"> <li>• Collect referrals of candidates from underrepresented groups from community partners and other EO providers.</li> <li>• Dedicated staff to support contractor during pilot including monthly meetings to discuss progress and concerns</li> <li>• Gather and consolidate feedback form internal reporting and decision making</li> <li>• Work with contractor to understand staffing needs and still requirements for participant candidates.</li> <li>• Coordination with EO providers from across Waterloo/Wellington</li> <li>• Screening of candidates</li> <li>• Orientation and wraparound support for selected workforce development participants</li> </ul> <p>Contractor</p> <ul style="list-style-type: none"> <li>• Collaborate with Region of Waterloo Staff to develop resources, implement and evaluate the pilot process.</li> <li>• Submit monthly progress documentation including daily timesheets and participant feedback through the mechanisms of the contractor's choice</li> </ul>
<p>Data &amp; Tracking Tools</p>	<ul style="list-style-type: none"> <li>• Daily timesheet log in MS Excel for each participant and contractor staff</li> <li>• Participant Consent Form: form provided by the Region outlining participants role and responsibilities, consent to the Region's collection of personal information and participant feedback for the purposes of the pilot.</li> <li>• Evaluation survey and interviews: gathered feedback from participants on the pilot to evaluate the pilot's success and identify lessons learned to improve the framework in the future.</li> </ul> <p>Targets &amp; Thresholds</p> <ul style="list-style-type: none"> <li>• Reach a target of 1000 to 1500 total hours of workforce development activities between all workforce development participants.</li> <li>• Engage a minimum of five (5) workforce development participants.</li> </ul>
<p>Challenges &amp; Successes</p>	<ul style="list-style-type: none"> <li>• Challenges with recruitment timelines to train and hire participants specifically for the timeframe that is required. Construction delays impacted recruitment timelines.</li> </ul>

	<ul style="list-style-type: none"> <li>• Unions have rigid processes so it is necessary to understand their operations and impacts to workforce development.</li> <li>• Cash allowance was intended to be an incentive to get developer buy-in to pilot community benefits for development projects, but did not work as intended where there was low uptake.</li> <li>• Providing wrap around support to employees takes time to acquire but is beneficial.</li> <li>• Establishing relationships with Employment Ontario providers was extremely useful to support general contractors and developers in hiring participants.</li> </ul>
Next Steps	<ul style="list-style-type: none"> <li>• Evaluate the pilot projects and hire a full-time dedicated a region staff dedicated to support the community benefits work.</li> <li>• Explore internal procurement practices and feasibility to develop a social procurement policy.</li> </ul>

## Regional Municipality of York

<b>Community Benefits Development</b>	
Program Title	Community Benefits Framework
Lead Department & Staff	<ul style="list-style-type: none"> <li>Community and Health Services</li> </ul>
Timeframe	<ul style="list-style-type: none"> <li>3 years of development (2016-2019)</li> <li>Approved in 2019</li> </ul>
Public or Private	<ul style="list-style-type: none"> <li>Currently applies to public and private development projects</li> </ul>
Framework Outcomes	<ol style="list-style-type: none"> <li>Workforce Opportunities</li> <li>Supply Chain Opportunities</li> <li>Opportunities for Other Locally Determined Benefits</li> </ol>
Guiding Principles	<ul style="list-style-type: none"> <li>Collaboration and partnerships among key organizations within York region</li> <li>Transparent engagement and communication of community benefits requirements and results</li> <li>Practical implementation approaches to ensure operational feasibility</li> <li>Innovative new forms of collaboration and solutions within existing legal frameworks</li> <li>Adaptable to the needs of different organizations in York region</li> <li>Sustainable, positive, long-term to systems and cultures change fostered through community benefits</li> </ul>
Framework Development	<p>Staff directed to develop framework to align with the 2016-2018 Action Plan from the Human Service Planning Board which focused on the health and well-being for low-income residents.</p> <p>A consultant was hired to develop the framework (Dina Graser). Met with economic development, workforce, City Managers, anchor institutions, community and labor groups to understand the current community benefit infrastructure and how the framework can be integrated to align with the goals and strategies of the municipality.</p> <p>Implementation and maintenance of the framework is done in collaboration with key partners including governments, workforce agencies, labour, communities, employers and industry associations, as these are the institutions that will be using it.</p>
Policy Instruments	<ul style="list-style-type: none"> <li><a href="#">Community Benefit Framework</a></li> <li><a href="#">Community Benefit Research Toolkit</a>: provides a recommended approach, along with tools and templates that organizations can adapt as needed to implement community benefits.</li> </ul>

<b>Community Benefit Framework Implementation Infrastructure</b>	
Community Benefit Agreements (CBA)	<p>Community Benefits can be implemented through procurement or through Community Benefit Agreements (CBA).</p> <ul style="list-style-type: none"> <li>• Procurement of goods and services policy lists targeted supplies to guide implementation of community benefits to support workforce opportunities for equity-deserving groups and offer targeted apprenticeship, while enhancing supply chain opportunities.</li> <li>• Community Benefit Agreements (CBA) ensure community benefits are incorporated into larger scale development projects through negotiations between local municipalities and developers. Input from communities can be used to inform the threshold requirements both for work and supply chain opportunities.</li> </ul>
Governance & Stakeholders	<p>Community Engagement</p> <ul style="list-style-type: none"> <li>• Communities are engaged throughout each phase of the project including planning, implementation, monitoring and evaluation phases to ensure their input on community benefit initiatives.</li> <li>• Community involvement builds capacity, contributing to social inclusion and the legitimacy of the community benefits.</li> </ul>
Data & Tracking Tools	<p>Monitoring framework includes clearly defined outcomes and measures aligned with proposed targets, data collection and reporting strategy.</p> <p>Initiative Evaluation evaluates the outcomes of the overall community benefit initiative including the aggregation of outcomes across each contract to understand successes, areas of improvement and inform target setting process; process evaluation to address 'how' questions and identify lessons learned for strengthening community benefits work in future.</p> <p>Targets &amp; Thresholds</p> <ul style="list-style-type: none"> <li>• Use a set of criteria to determine the scope and feasibility of assigning thresholds for workforce development and supply chain opportunities, at the start of a project.</li> </ul>

<p>Challenges &amp; Successes</p>	<ul style="list-style-type: none"> <li>• Municipalities face challenges in tracking workforce development data because unions hold equity-related information and rarely share it. Since unions control access to apprenticeships and unionized training streams, they are key partners to engage in achieving workforce-related community benefits.</li> <li>• Municipalities must have a clear understanding of each industry’s workforce to establish workforce-related community benefits. Investing resources to define equity terms can support developers to understand how to meet workforce targets.</li> </ul>
<p>Next Steps</p>	<ul style="list-style-type: none"> <li>• Following the pandemic, the Region did not pursue Community Benefits work as it relates to the framework. The Region is looking to revive this work and re-evaluate the approach.</li> </ul>