



HAMILTON COMMUNITY  
BENEFITS NETWORK

building capacity through building communities

8.1

# Community Benefits Protocol Sub-Committee

General Issues Committee Meeting  
August 8, 2022

# History & Origin of CBAs

- CBAs originated in the late 1990s in urban redevelopment practice in the United States.
- Redevelopment Dollars followed back into depressed downtowns
- Areas usually dealing with deep poverty, large concentration of marginalized residents, unemployment, great affordability and unique communities.
- Groups began to emerge to trade support for redevelopment projects for an equitable and inclusive process involving their needs and concerns.
- They demanded the projects be used to deliver community benefits, often relating to affordable housing, community and environmental improvements, and employment opportunities



# What is a Community Benefits Agreement

- Community Benefits Agreements can either be private (signed between a developer and community group or coalition), public (signed between government and developer or government and community group or coalition), or hybrid (multi-party agreements between government, developer, and community group or coalition).
- Community benefits clauses incorporate community benefits in public contracts, commonly through public procurement processes. While Community Benefits Agreements are focused on incorporating community benefits into development and infrastructure projects on a project-by-project basis, community benefits clauses are designed to include community benefits requirements more systematically in public contracts, such as through procurement and are guided by policy frameworks.
- Social procurement refers to social purchasing efforts by large institutions, with a focus on supplier diversity and delivering community benefits through purchasing. For the procurement component of community benefits, the term social procurement is often used interchangeably
- City of Toronto Definition - Advancing the Community Benefits Framework report Jan 13<sup>th</sup>, 2021

## Provincial Bill 6 Approved, Infrastructure Legislation Now Includes Community Benefits

Provincial Bill 6 Approved, Infrastructure Legislation Now Includes Community Benefits

The Ontario Infrastructure for Jobs and Prosperity Act (2015) provides the planning framework for delivery of \$130 Billion of infrastructure projects across the province over the next 10 years. Passed on June 4<sup>th</sup>, Community Benefits are included in the principles of the legislation. The next stage will entail negotiating for supportive regulations setting the community benefits agreement model into the provincial framework for inter-ministry program delivery.

GTA

## Community Benefits program on track to create hundreds of local jobs

Kathleen Wynne announces deal between government, business, labour to ensure 10% of work hours go to disadvantaged local community members in Eglinton Crosstown project.



By **Sara Mojtehedzadeh** Work and Wealth reporter

▲ Wed., Dec. 7, 2016 | ⌚ 3 min. read

# Members and Partners



# Community Benefits Movement vs Agreements



## Advancing the Community Benefits Framework

Date: January 13, 2021

To: Executive Committee

From: Executive Director, Social Development, Finance and Administration

Wards: All



### ADMINISTRATIVE REPORT

Report Date: August 21, 2018  
Contact: Mary Clare Zak  
Contact No.: 604.871.6643  
RTS No.: 11914  
VanRIMS No.: 08-2000-20  
Meeting Date: September 18, 2018

TO: Vancouver City Council  
FROM: General Manager of Arts, Culture and Community Services  
SUBJECT: Community Benefit Agreement Policy



"know what's out there"

## Hamilton Community Benefits Network: The Successes of Community Benefits Agreements

Prepared for  
Hamilton Community Benefits Network

In  
June 2019

By

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Office of  
Community Engagement





# TCBN + City of Toronto - Woodbine Casino

Community Benefits Agreement between the City of Toronto and One Toronto Gaming (signed in 2018) Commitments include full time jobs, 20% local hiring, 20% social hiring, local training programs, \$5M for new child care centre, community access to space over the 22 years operations agreements for the casino, hotels and performance theatre facilities

Outcomes to date include:

- (Construction) Local Hiring - 1.5% (13 individuals)
- (Construction) Social Hiring - 27% (234 individuals)
- (Operations) Social Hiring - 49% (816 individuals) of new hires were through local and/or social hiring.
- (Operations) Local hiring - 11% (176 individuals)
- (Operations) Youth hires - 13% (219 individuals)
- Total number of new hires - 1,150
- Local Procurement (2020) - \$116 million
- Social Procurement (2020) - \$645,000
- Full time work - On the requirement for full-time employment, of the 1,798 active employees in March 2020, 56 per cent were working full time, which exceeds the 40 per cent requirement for year two.
- Child care centre - \$5M contribution has been made to the City of Toronto, identifying site location



# City of Ottawa - OCBN - Manor Park MOU

- Secured Affordable Existing (current residents offered new homes at current rent)
- Secured Affordable New - 10% of the new rental dwelling units of each phase as Secured Affordable New for a period of 20 Years
- In the event of sale of Land the MOU extends as terms of the sale to new owners
- Community Benefits Agreement - the owner agrees to enter into voluntary negotiations with the Ottawa Community Benefits Network (OCBN) to develop a workforce development community benefits agreement for employment from the project
- Existing Parkland and Green space to be protected
- Example of Community Benefits arising from private development

## MEMORANDUM OF UNDERSTANDING

### BETWEEN

**1041259 ONTARIO INC. & MANOR PARK ESTATES INC.**  
**("Manor Park Estates")**

**-and-**

**CITY OF OTTAWA**  
**(the "City")**





# City of Toronto - CBA/Social Procurement Bylaw



Social procurement is the achievement of strategic social, economic and workforce development goals using an organization's process of purchasing goods and services. The City of Toronto's [Social Procurement Program](#) is comprised of two components: Supply Chain Diversity and Workforce Development.

## **Supply Chain Diversity**

Supply Chain Diversity is a business strategy that promotes a diverse supply chain in the procurement of goods and services for any business, not-for-profit, government or private organization. In the City's Social Procurement Program, Supply Chain Diversity applies to Departmental Purchase Orders from \$3000 to \$100,000.

## **Workforce Development**

Workforce development is an interconnected set of solutions to meet employment needs. It prepares workers with needed skills, emphasizes the value of workplace learning and addresses the hiring demands of employers. In the City's Social Procurement Program, Workforce Development requirements will apply to Request for Proposals and tenders over \$5 million.

## **Community Benefits Framework**

The [Community Benefits Framework](#) was adopted by Toronto City Council in 2019 and focuses on ways to maximize the use of City of Toronto levers (such as procurement, real estate transactions, or financial incentives for specific sectors and uses) to create inclusive and equitable economic opportunities through community benefits initiatives

# TCBN + Metrolinx Agreement - Crosstown and Finch LRT

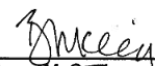
Community Benefits Framework negotiated between Toronto Community Benefits Network and Metrolinx in 2014, applies to Eglinton Crosstown LRT and Finch West LRT projects

Community benefits requirements included:


- 10% aspirational targets for equity seeking groups and people from historically disadvantaged communities
- Professional, Administrative and Technical opportunities for equity seeking groups and people from historically disadvantaged communities
- Specific outreach and programs for youth-at-risk, historically disadvantaged groups in local communities including low income, racialized and immigrant populations, and military veterans.
- Maximize purchasing and procurement opportunities from local businesses, social enterprises and outreach to diverse owned businesses
- Environmental protections and Neighbourhood Improvements
- Community Benefits Working Group which meets quarterly to monitor/report on community benefits outcomes. Includes representation from TCBN, Metrolinx Transit Solutions



## METROLINX COMMUNITY BENEFITS FRAMEWORK

  
Bruce McCuaig  
President & Chief Executive Officer  
Metrolinx

April 23, 2014  
Date

  
Steve Shallhorn  
Community Benefits Network

April 28, 2014  
Date

## TCBN + Metrolinx Agreement - LRT Outcomes



## Eglinton Crosstown LRT

- Apprentices and Journeypersons - 212 placements under the community benefits program
- Professional Administrative and Technical - 227 placements under the community benefits program
- Local Procurement - \$8,802,197
- Social Procurement - \$832,051
- Quarterly Meetings - Ongoing
- Community Benefits Plan and Quarterly Public Reports
- Neighbourhood Improvement with preservation of old Kodak Building,
- Electric Battery powered backup generator for trains



## Finch West LRT

- Apprentices - 31 apprentices and trade persons through the community benefits program
- Professional Administrative and Technical - 16 positions through the community benefits program
- Local Procurement - \$3,400,000
- Quarterly Meetings - Ongoing
- Neighbourhood Improvement - Metrolinx designate land for future Community Hub and Centre for the Arts (Jane and Finch)
- Community Benefits Plan and Quarterly Public Reports



## Windsor Essex Community Benefits Coalition (WECBC)

- A Community Benefits Plan was developed in Windsor-Essex and Detroit, Michigan by the Windsor Detroit Bridge Authority (WDBA). \$10 million Fund allocated on each side of the border to specific projects which mitigate the effects of construction or benefit the surrounding communities.
- Two programs - Workforce Development and Participation Strategy and Neighbourhood Infrastructure Strategy
- 40% of the 5,360+ employment opportunities were local hires
- 190 local businesses were used for procurement needs
- 210+ new pre-apprentices/apprentices from marginalized groups
- Continued negotiation over the amount to be allocated for a post project Legacy Fund for Community Benefits (could be upto \$50 million)
- Constant Community Engagement over NIS projects
- No Hard Targets



# Community Benefits Protocol Advisory Committee



**CITY OF HAMILTON**  
**HEALTHY & SAFE COMMUNITIES DEPARTMENT**  
**Children's Services & Neighbourhood Development Division**

<b>TO:</b>	Mayor and Members General Issues Committee
<b>COMMITTEE DATE:</b>	December 4, 2019
<b>SUBJECT/REPORT NO:</b>	Community Benefits Protocol Advisory Committee (HSC19066) (City Wide) <b>(Outstanding Business List Item)</b>
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Al Fletcher (905) 546-2424 Ext. 4711
<b>SUBMITTED BY:</b>	Paul Johnson General Manager Healthy and Safe Communities Department
<b>SIGNATURE:</b>	

# Social Procurement Consultant and Pilots



**Strategic Social Procurement**  
As a Poverty Reduction Tool

June 2018 to June 2019



**SandraHamilton.ca**

Sandra Hamilton, Advisor  
& Canada's First Social MBA

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# City of Toronto – Community Benefits Timeline



**Hamilton**

We are Here!



April 2014 -  
Metrolinx  
Community  
Benefits  
Framework  
Applies to  
LRT  
Projects

October  
2015 -  
Poverty  
Reduction  
Strategy

May 2016 -  
City of  
Toronto  
Social  
Procurement  
Policy

March 2018  
Woodbine  
Casino  
Expansion  
CBA

May 2018 -  
West Park  
Healthcare  
Centre and  
Finch West  
LRT

June 2018 -  
Federal  
Community  
Employment  
Benefits  
(CEB)  
program  
announced

July 2019 –  
Council  
passes  
Community  
Benefits  
Framework  
Bylaw

June 2020 -  
Council  
approves  
CBAs as  
part of  
Housing  
projects on  
City-owned  
land



**Advancing the Community Benefits Framework**

# Pandemic Pause



# Summary and Wrap-Up

