

# 2017 ANNUAL REPORT



Toronto Community  
Benefits Network



**READY TO BUILD**



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# Co-Chair's Introduction

## Community Building Power

Inclusive development is an idea that the City of Toronto must take seriously. Residents, particularly equity seeking groups who have been historically underrepresented in the construction industry, are eager to participate and have the skills to be part of the process. The community wants access to the jobs and opportunities that are created through these projects, this benefits everyone. As people retire from the industry and infrastructure needs grow, there will be more demands for new talent to staff the builds. Therefore, we must grow the pipeline of talent by tapping into our competitive advantage, our diverse groups! Local construction sites will only benefit from the presence of more diverse workers.

Public infrastructure development offers a great test space for community benefits to be piloted and proven. Billions of dollars annually are flowing for development, we have to be intentional to ensure that we maximize the impact of those dollars by implementing community benefits. Several large private developments are on the horizon in Toronto along with public infrastructure projects. TCBN's recent work with Rexdale Rising on an agreement for the expansion of the Woodbine Casino has shown that with cooperation from the municipality, community can benefit from the jobs and opportunities in private development. A key consideration for the coming year will be ensuring that TCBN has the mandate and capacity to pursue these opportunities. We should look to build on the model we built in Rexdale.

We thank CORD, UNITEHERE and ACORN for their leadership on our campaign for a CBA on the Woodbine Casino and we thank the Broadbent Institute for helping to facilitate capacity building of our staff and community leaders. Importantly, we recognize the following Community Benefits Champions for their steadfast advocacy over the more than 10 years it took to secure an Agreement:

- Mustafa Abdi
- Maurine Campbell
- Peter D'Gama
- Patricia Edwards



John Cartwright



Lekan Olawoye

- Hibaq Gelle
- Chloe-Marie Brown
- Barry Marsh
- Glyn Wood

We would also like to acknowledge TCBN's team of highly skilled and professional staff, and the numerous community and labour leaders who through consistent effort working with both city staff and elected officials were able to negotiate the City's first Community Benefits Agreement.

The coming year will be another active year for TCBN, as Community Benefits movement is growing at an exciting pace. As we continue to work on the Eglinton Crosstown and build on our activity on Finch, we will be intentional about setting performance indicators that go beyond aspirational. TCBN will coordinate with our partners to develop a program of wrap around supports provided by a team of mentoring professionals and a group of Labour and Contractor leaders dedicated to removing systemic barriers. Working together we will meet our apprenticeship targets on the Eglinton Crosstown, Finch West LRT and Woodbine Casino Expansion.

We thank the Atkinson Foundation, United Way Greater Toronto and Metcalf Foundation for their sustaining support year over year. We also thank the Ontario Trillium Foundation for their support in helping TCBN to ensure underrepresented groups get access to apprenticeships and professional, administrative and technical jobs throughout the implementation of the community benefits programs.

Sincerely,



John Cartwright



Lekan Olawoye

Co-Chairs,  
Toronto Community Benefits Network



# Board of Directors

Trusted. Experienced. Elected.

We are guided by an incorporated Board of Directors and meetings are open to participation by members and supporters; decision-making strives for consensus. As of June 2018 the TCBN has a registered general membership of 92 organizations. For a full list of these organizations, visit [communitybenefits.ca](http://communitybenefits.ca)



**Tam Goossen**  
Good Jobs For All  
Coalition



**Sultana Jahangir**  
Executive Director, South Asian  
Women's Rights Organization

COMMUNITY



**Jeff Irons**  
International  
Brotherhood of Electrical  
Workers Local 353



**Colleen Dignam**  
Carpenters Union  
Local 27



**Mohamed Shuriye**  
Co-Chair of Positive  
Change Toronto

LABOUR



**Merissa Preston**  
Labourers International  
Local 506



**Guled Warsame**  
Unite Here Local 75



**Mona ElSayeh**  
Community ACCESS  
Capital Fund Social  
Enterprise Representative

SOCIAL  
ENTERPRISE

# Executive Director's Introduction



Rosemarie Powell

## Building on Strength

We know that for community benefits agreements to bring meaningful change they must be administered, applied and then most importantly enforced. Only through oversight and follow-up on these agreements will the systemic change that communities desperately need occur. We saw this very clearly in 2017. One year into implementation of Community Benefits for Eglinton Crosstown, we have achieved one third of our hiring goals for community members. Through our oversight role at the partnership table with Metrolinx and Crosslinx Transit Solutions, we will continue to work with our partners and stakeholders to put the processes in place that will increase access for underrepresented groups and achieve the committed outcomes.

TCBN's key strength is our community-labour coalition. Building on our strength in 2017 TCBN increased community partnerships in an effort to spread the word on the importance of CBAs, and how members of the community can take a leadership role to advocate for a CBA in their own community. As a result, our membership has increased and we expect to see continued growth through to 2020 as we monitor and support the commitments achieved by our community benefits organizing campaigns for Woodbine Casino and Finch LRT.

With its extensive network of both labour and grassroots community organizations, TCBN was able to develop and test a number of strategies aimed at promoting the Community Benefits Programs. TCBN's "Ready to Build Campaign" was highly responsive to input and

feedback from community members regarding their experiences accessing employment and apprenticeships. Grassroots communication allowed TCBN and its partners to track, understand and in some cases remedy experiences of those seeking to access the benefits under this agreement.

TCBN's work plan over the next three years will focus on using the lessons learned from the Eglinton Crosstown to advocate and negotiate for meaningful, comprehensive and enforceable community benefits in major infrastructure and urban development projects. With Ontario's changing political landscape more than ever we need to make sure we are bringing the right stakeholders to the table. This will require TCBN'S significant investment and focus on community building power through organizing and capacity building as well as thought leadership. Our work will continue to be guided by our Foundation Document and the strategic priorities highlighted in its 2016-2021 workplan. At TCBN we are learning that solutions that work for everyone are best when they are calibrated with an equity lens so no one is left behind.

Sincerely,

A handwritten signature in blue ink, appearing to read "R Powell".

**Rosemarie Powell**

Executive Director,  
Toronto Community Benefits Network



# About TCBN



## Who We Are

Our Executive Director and Board of Directors help uphold and promote TCBN objectives in collaboration with Community Partners, Labour Organizations, Workforce Development Groups, Government and Industry.

### Our Team

**Sudhanshu Arora,**  
Community Benefits Animator

**Kumsa Baker,**  
Campaigns Manager

**Troy Budhu,**  
Community Benefits Animator

**Michelle Francis,**  
Community Benefits Organizer

**Shannon Holness,**  
Community Benefits Animator

**Laura Lebel-Pantazopoulos,**  
Community Benefits Animator

**Symone Walters,**  
Project Manager

**Jane Wilson,**  
Project Manager

Special thanks to past staff **Abdul Addo, Natasha Allen, Karen Feder** and **Bill Signal** for their dedicated service. We wish them great success in their future endeavours!

## What We Do

Collectively, we are having impact on how the development process works, guided by the principles of the **foundation document** crafted by our members and supporters.

To read our foundation document, visit [communitybenefits.ca/foundation\\_document](http://communitybenefits.ca/foundation_document).

## Our Primary Objectives

1. Provide equitable economic opportunities that promote economic inclusion for all Toronto residents.
2. Contribute to the development of a system of training and workforce development programs that can enable economic inclusion.
3. Support social enterprises and other related vehicles to economic inclusion through commitments to social procurement.
4. Contribute to sustainable communities with neighbourhood and environmental improvements built through new transit infrastructure.
5. Ensure clear commitments and accountability from all parties to deliver on Community Benefits.

## New CBA Highlight

By working together as a community-labour coalition and raising our voices, we have won a historic **Community Benefits Agreement on the Woodbine Casino** to provide:



40% of new hires from our **local community** and equity-seeking groups



A majority of the new Woodbine jobs will be **full time**



Commitments to purchase from **local businesses**



Construction **apprenticeships** open to local and diverse candidates



\$5 million for a new **child care centre**



**Strong oversight** and detailed public reporting to ensure the targets are met



# Executive Director's Review



## Strategic Priority 1: Supporting the Implementation of Meaningful Community Benefits Agreements



### Supporting Construction Connections (CC)

TCBN has actively supported the emergence, growth and ongoing evolution of Construction Connections. TCBN participates at both the Project's Leadership and Advisory tables. TCBN re-engaged with the 330 residents from the Resident Engagement Process undertaken in 2015. They were informed of the jobs and opportunities from the Eglinton Crosstown Community Benefits Program, gauged for level of interest and readiness to participate then referred to CC. Additionally, TCBN developed an engagement process through the "Ready to Build" tours, where prospects interested in careers in the trades from historically disadvantaged groups could be recruited directly to the CC pathway.

### Ready to Build Campaign

By the end of the year, TCBN held 7 Ready to Build events (on Sept 29, Oct 18, Oct 29, Nov 8, Nov 22, and Dec 6) with 114+ candidates attending multiple events. Participants toured the trade unions and their training facilities where they learned about the opportunities available. The success of TCBN's Ready to Build Campaign showed there is no shortage to the number of historically disadvantaged people interested in jobs in Toronto's burgeoning construction industry.

### Crosstown Monitoring & Compliance

By the end of the first year of implementation of the Eglinton Crosstown LRT Project, the Project Contractor reported they hired 41 apprentices, 106 workers in professional, administrative and technical jobs and spent over \$143,210 in social enterprise and \$3.5 million of local procurement. While the outcomes are below expectations, systems and processes are now in place to achieve projected goals over the next four years.

### Contribution to Sector Research & Policy Development

TCBN participated in several government consultation sessions, including with the Ministry of Advanced Education and Skills Development and Ministry of Infrastructure to support their goal of community benefits and modernizing the apprenticeship system. We gave feedback from a community's perspective about increasing completion rates, increasing the participation of traditionally underrepresented groups, and creating clearer, better pathways for learners.



## Strategic Priority 2: Advancing the Community Benefits Movement in Major Infrastructure Investments



### Finch LRT Organizing & Negotiations

The selection of the Project Contractor for the Finch West LRT was significantly delayed, making it challenging for TCBN to discuss with the community in concrete terms. Nonetheless, TCBN took steps to outreach and educate community groups and organizations located along the line about the scope of the Project and timelines as well as the community's aspirations for community benefits that was presented to the bidders.

### Championing the City's Leadership on Community Benefits

TCBN deputed to support the launch of Construction Connections at City Hall. After analysing the City's recommendations around community benefits in the Poverty Reduction Report TCBN deputed knowing the time for embedding community benefits into policy is now.

## Rexdale Rising Campaign

CORD, after 10 years advocating for community benefits through the redevelopment of the Woodbine Racetrack, chose to work with TCBN to continue the effort. At our AGM last year, members strongly supported TCBN pursuit of a CBA for Woodbine. TCBN met the challenge by bringing on new staff and expert community organizers to manage the campaign.



## Strategic Priority 3: Contributing to the Body of Work on Community Benefits

### Community Benefits Knowledge Transfer

The network continues to grow each year along with the community benefits movement. As the movement grows so do the groups reaching out hoping to leverage TCBN's experience and expertise. TCBN has been active in with the Peel Community Benefits Network, Halton Community Benefits Network and the Hamilton Community Benefits Network. With support from the Atkinson Foundation, TCBN has joined these and other groups across Ontario who have come together under the umbrella of Community Benefits Ontario.



## Strategic Priority 4: Strengthening the Organizational Structure



### LIUNA African American Canadian Caucus

The LIUNA African American Canadian Caucus continues to be a strong supporter of TCBN's campaigns adding their support to the Woodbine Racetrack CBA efforts in 2017 and committing to expanding their support of TCBN's 2018 efforts. The Caucus helped TCBN organize a Speed Mentoring event drawing from their membership and their networks from other construction trades unions. The event was a tremendous success.

### TCBN Relocation

TCBN has moved offices and is now co-located with the Duke Heights BIA. This move puts us at the centre of one of the most dynamic BIA's in North America. Along with our partners at Duke we operate at the vanguard of community expression in a collaborative environment that is both business and community friendly.

### Community Benefits Animators

Our team of community animators has been instrumental in maintaining an invested principled approach to the important work we are doing with the community. With funding from Employment Ontario, TCBN hired three Community Benefits Animators from Rexdale, Jane Finch and Scarborough to help build out our capacity to better serve our membership in those Toronto neighborhoods.

### Community Benefits Creating Opportunities Summit

The unique collaboration between TCBN, Duke Heights BIA and Osgoode Hall Law School culminated in the Creating Opportunities Summit linking the community, local business and the University's anchor strategy. Made possible by support from the Chair of TCBN's Friends of the Centre.

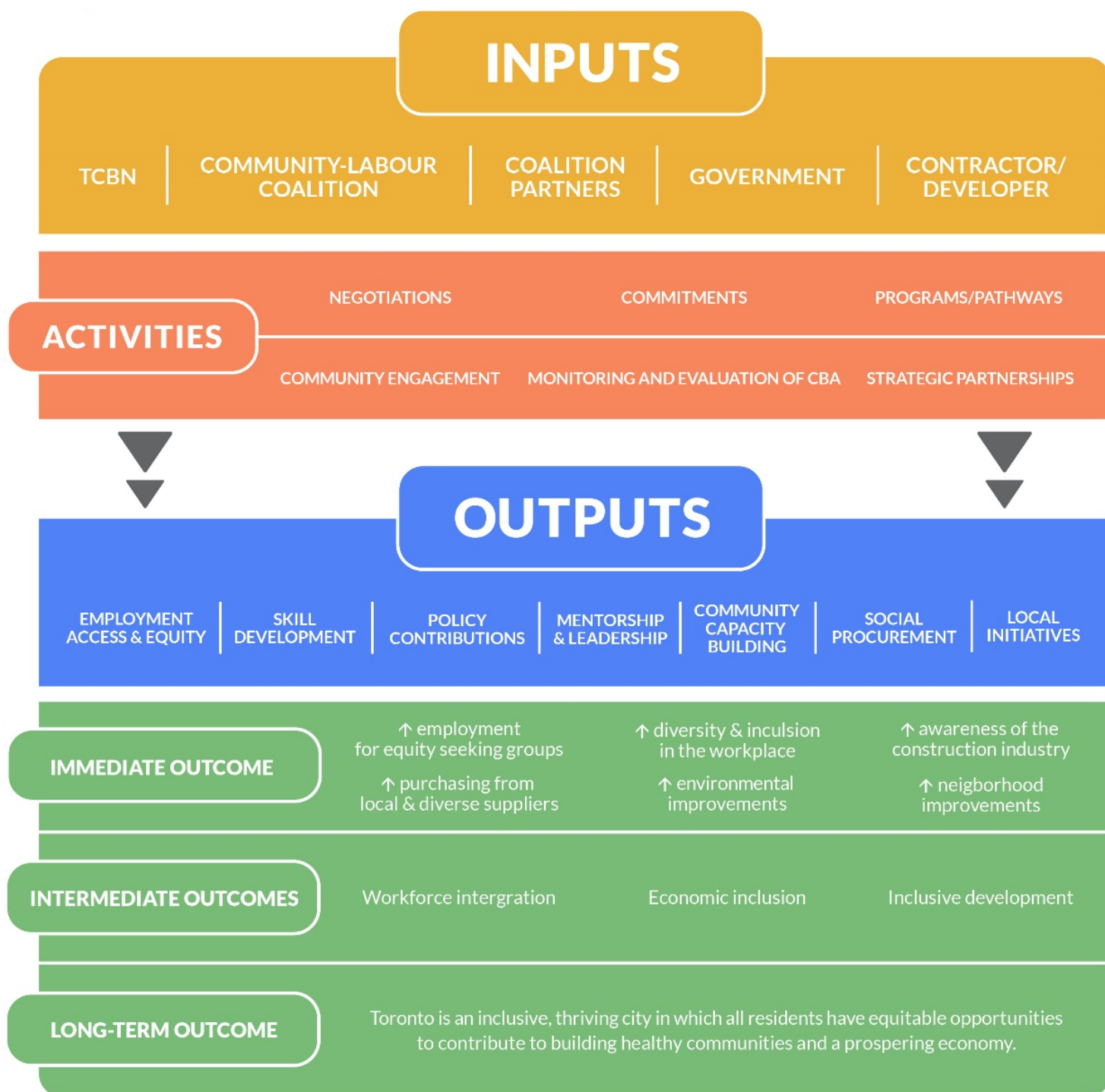
### Leadership Training & Capacity Building

TCBN contracted with the Broadbent Institute to develop a train the trainer curriculum on community benefits. Initially, the curriculum was implemented with staff who in turn delivered training to various community groups. Staff also delivered a Webinar, a first in a series of sessions to be delivered in 2018. TCBN also partnered with the Tamarak Institute to deliver the Vibrant Communities Canada Webinar Event, Cities Building Social Value: Social Procurement Strategies and Community Benefit Agreements in Halton and Peel Regions.



# Our Logic Model

This logic model identifies the overarching anticipated outcomes for the Community Benefits Agreements. It provides standardized key performance indicators (KPIs) that can be collected across existing and future agreements.



Community  
Benefits.ca



# What Others Say About Us

The TCBN is proud of the work we have completed to date, from helping drive the government policy, to mobilizing unions and work forces, to organizing funds and beyond. But don't just take our word for it. See what our partners, funders and politicians have to say.

"Toronto is a diverse and growing city, but its differences from community to community are often stark. With investment happening all around us, we need to ensure its positive impacts are both seen and felt by everyone. The Toronto Community Benefits Network has been a unifying force in guiding government, labour and private sector groups towards greater economic inclusion and workforce development."

**Senator Ratna Omidvar**



"My name is Barry Marsh I live in Rexdale, my experience with TCBN regarding Community Benefits for the Woodbine Project is that they not only advocate for the community, they take the time and effort to make sure that residents are empowered and involved in all of the decisions involving Community Benefits."

**Barry Marsh**  
Rexdale Resident

"The Toronto Community Benefits Network is a valued advocate for good jobs and social improvement in communities across Toronto. It has been a pleasure to work with them to strengthen community benefits and secure on-site child care spaces as part of the Woodbine Casino deal. With their continued efforts, I know that we will be able to establish more community benefit agreements across Toronto"

**Ana Bailão**  
Deputy Mayor of Toronto



"TCBN is at the forefront of the radical change that we need to address the growing gap between rich and poor in our City. TCBN is intentional about working with communities, policy makers, municipal and provincial staff to ensure that we don't lose critical opportunities to make community benefits agreements an integral part of all projects that involve public spending. Thank you TCBN for taking on this important role."

**Anne Gloger**  
Principal, East Scarborough Storefront

"Working together is bringing great economic and social opportunities for the people of our region, and at Metrolinx we are very proud to be part of this partnership with the Toronto Community Benefits Network. Along with other government agencies, unions, social services and our constructors, this collaboration is making a difference in the lives of many people in the GTHA."

**Phil Verster**  
Metrolinx President and CEO



# Our Members

Toronto Community Benefits Network (TCBN) collaborates for greater impact. Through our membership structure, we work in direct partnership with other grassroots, community, labour and anti-poverty organizations to build a strong community benefits movement in Toronto. In so doing we are creating synergies with our respective work to achieve collective impact.

## Community Organizations / Groups / Associations

Organization Name	Start Year	Organization Name	Start Year
ACCES Employment	2018	Mount Dennis Community Association	2014
ACCESS Community Capital Fund	2017	Mount Dennis/Weston Network	2013
ACORN Canada	2013	National African Integration and Families Association	2018
Afghan Women's Organization	2017	New Circles Community Services	2013
Blue Green Canada	2014	Newcomer Women's Services	2017
Broadbent Institute	2016	Toronto	
Canadian Integrated Community	2018	Philippine Advancement Through Arts and Culture	2015
Community Action Planning Group York West	2014	Positive Change TO	2013
Colour of Poverty – Colour of Change	2014	Rexdale Community Health Centre	2018
Community Organizing for Responsible Development (C.O.R.D.)	2016	Rexdale Community Hub	2018
Centre for Youth Development and Mentoring Services	2015	Somali Immigrant Aid Organization	2017
Delta Family Resource Centre	2018	South Asian Women's Rights Organization	2013
Direct Your Life	2018	Springboard	2014
DUKE Heights BIA	2016	The 12 Community Alliance	2015
East Scarborough Storefront	2014	The Career Foundation	2017
Flemingdon Community Legal Services	2014	The Redwood	2017
Flemingdon Community Support Services	2016	The Regional Diversity Roundtable	2018
For Youth Initiative	2015	The Yonge Street Mission	2017
George Brown College	2013	Thorncliffe Neighbourhood Office	2014
Good Jobs for All Coalition	2014	Toronto Eco-Neighbourhoods Initiative	2016
Go Green Cricket & Sports Field Project	2014	Toronto Environmental Alliance	2017
Jamaican Canadian Association (CAFCAN)	2016	Toronto Workforce Innovation Group	2014
Jane/Finch Community and Family Centre	2016	Urban Alliance on Race Relations	2014
Learning Enrichment Foundation	2013	VPI Working Solutions	2016
Loyan Foundation	2018	Warden Woods Community Centre	2013
Miziwe Biik Aboriginal Employment & Training	2014	Women for Change	2014
		Work in a Warming World	2014
		Working for Change	2014
		Working Women Community Centre	2014
		Youth Unlimited (Toronto YFC)	2014
		YMCA Toronto	2018
		YWCA Toronto	2014

# Many Groups. One Mandate.

## Labour Organizations / Groups/ Associations

Organization Name	Start Year
Carpenters Union Local 27	2013
Coalition of Black Trade Unionists	2017
Drywall Acoustic Lathing & Insulation Local 675	2016
Elementary Teachers of Toronto	2014
Ethiopian and Eritrean Workers Network	2017
Filipino Workers Network	2014
Hospitality Workers Training Centre	2014
International Brotherhood of Electrical Workers Local 353	2014
International Union of Operating Engineers local 793	2016
Ironworkers Local 721	2014
Labour Community Services	2014
Labour Education Centre	2014
Labourers International Union of North America Local 506	2015
LiUNA Local 183 Training Centre	2015
Ontario Industrial & Finishing Skills Centre	2017
Scarborough Campus Students' Union	2013
Somali Workers Network	2017
Sheet Metal Workers' & Roofers' Local Union 30	2014
Society of Energy Professionals	2016
Toronto and York Region Labour Council	2013
UNITE HERE Local 75	2017

## Social / Social Purpose Enterprises

Organization Name	Start Year
Building UP	2016
Canadian Community Economic Development Network	2016
Currant Cooperative	2015
Dixon Hall-The Mill	2014
Klink Coffee/ John Howard Society	2014
Out of the Box	2015
Regenesis	2014
Six Ah Wi Artists' Collective	2017
Social Enterprise Toronto	2013
Social Purchasing Project	2014
The Detailing Knights	2016
The Roots Collaborative	2016

Find our directory of membership at [www.communitybenefits.ca](http://www.communitybenefits.ca).





## Auditor's Financial Report, 2017

### TORONTO COMMUNITY BENEFITS NETWORK (a not-for-profit organization) STATEMENT OF OPERATIONS YEAR ENDED DECEMBER 31, 2017

Revenues	2017	2016
Ontario Trillium Foundation	\$ 240,002	\$ 58,493
United Way of Greater Toronto	100,000	55,197
Metcalf Foundation	75,000	92,250
Atkinson Foundation	51,350	108,250
Government grants	50,000	-
Skills for Change	22,640	-
Interest income	455	323
<b>Expenses</b>	<b>539,447</b>	<b>314,513</b>
Salaries and benefits	279,255	223,714
Program expenses	100,593	7,643
Professional fees	74,094	23,718
Rent	32,788	19,640
Printing and office expense	26,760	4,856
Staff travel	10,132	3,651
Conferences and meetings	7,882	13,019
Telephone and internet	4,334	3,150
Insurance	2,771	1,777
Bank charges	468	23
Staff training	370	548
Administration fee	-	12,774
	<b>539,447</b>	<b>314,513</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$ -</b>	<b>\$ -</b>

The accompanying notes form an integral part of these financial statements. This is an excerpt from the Financial Statements from Toronto Community Benefits Network - December 2017. TCBN will share the full document at the Annual General Meeting. BERMAN, LOFCHICK & LUM, LLP CHARTERED PROFESSIONAL ACCOUNTANTS.

# New Partnerships



