



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

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# Executive Summary

Community benefits are becoming increasingly popular in Ontario, particularly with the use of strategic tools including Community Benefits Agreements (CBAs). CBAs are used to ensure that affected residents will share in the benefits of major development projects. Through CBAs, community-identified priorities and needs can be addressed, promoting a more equitable and healthier community. CBAs can provide a range of advantages to communities, including but not limited to, local employment opportunities, training programs, job fairs, and green spaces.

The purpose of this report is to provide the Hamilton Community Benefits Network (HCBN) with a review and analysis of various case studies that have used CBAs. Specifically, CBAs in the United States and Canada have revealed various successes of CBAs in terms of outputs, results, and benefits achieved. Based on the findings, the report also provides recommendations for CBA best practices. In particular, recommendations for the City of Hamilton have been proposed, which includes the development of a formal, municipal-wide CBA Policy. In summary, CBAs provide a myriad of advantages, from providing local employment opportunities to affordable housing. CBAs can ultimately provide many positive outcomes for the City of Hamilton, as well as the local residents in and around the Hamilton region, fostering a healthier and more inclusive city for all.

# Introduction

## What are CBAs?

There has been a growing interest in community benefits in Ontario. Stemming from this, Community Benefit Agreements (CBAs) have been increasingly popular. CBAs are a strategic tool that is used when discussing the development of community wealth, specifically with the purpose of mitigating the impacts of gentrification on a community. They typically outline specific programmatic and material commitments and are used to develop infrastructure projects through a transparent and inclusive process. In the past, it has been common practice for large economic developments to be built without the consultation of the community that is directly impacted by such projects. Through the use of a CBA, these projects can be developed while also giving a voice to community members, especially those who have been excluded or marginalized (Galley, 2015).

CBAs are formed between various signatories, which differs based on the specific project. They are most commonly founded as a commitment between the government, contracting firm, and community. Neighborhood-based groups and other organizations representing causes, such as affordable housing and environmental sustainability, form a coalition that advocates on behalf of the community to the contracting firm. In return for a comprehensive CBA and community benefits, the community coalition usually agrees not to protest against or to actively support the completion of the development project (Baxamusa, 2008).

## History & Origin of CBAs

CBAs originated in the late 1990s in urban redevelopment practice in the United States. With these redevelopment projects, money was beginning to flow back into the downtown core of cities that previously experienced unemployment and poverty. There was support from the local governments, as cities and states often granted public subsidies or tax exemptions in order for developers to more easily and quickly help these areas prosper. Though there were groups who opposed large-scale developments, there were leaders in the communities who began to emerge in support of these projects so long as they were implemented through an equitable and inclusive process. They realized the value in these projects and how they could be used to deliver community benefits, often relating to affordable housing, community and environmental improvements, and employment opportunities (Galley, 2015).

Los Angeles is thought to be the 'home of the CBA'. For example, a coalition was formed in 2001 in response to community concerns regarding the Staples Center project. This project envisioned a theatre, hotel, convention-centre expansion, shopping, and housing in the area, which meant increased noise, traffic congestion, and loss of homes. The area, at that time, was also experiencing high rates of poverty and unemployment. As a result, the Figueroa Coalition formed and included more than 30 community, environmental, labour, social-service and faith

groups. They negotiated an agreement which included a first source hiring program, living-wage requirements for 70% of project-related jobs, inclusion of affordable housing units, parks and recreation investments in the neighbourhood, and consulting privileges for the coalition on the choice of tenants for the development. After this large success, the Los Angeles coalitions have created several other significant CBAs, including the development of the public-sector Los Angeles International Airport (Saito & Truong, 2015).

Since this initial success, several other cities in the United States have begun developing coalitions and creating CBAs. For example, Milwaukee had land owned by several parties, both publicly and privately. The land had the potential to be developed, but there was no single developer or owner to negotiate with. Thus, a coalition formed and campaigned for the government to adopt a CBA county policy outlining clauses that would apply to any developer who eventually purchased and built on this land. This was referred to as the Park East Redevelopment Compact. With several successful projects, there are bound to be a few unsuccessful projects as well. There have certainly been projects that were negotiated but later cancelled due to bankruptcy or CBA-backed projects that became complicated by court battles. Still, though, the successes have demonstrated the potential that exists in CBAs and that is why their popularity continues to grow (Galley, 2015).

Though having started a couple of decades ago in the United States, CBAs are still a fairly new concept that is slowly spreading to Canada. In 2010, the Vancouver Olympic Village was built under a CBA. The negotiating body was created by pre-existing tripartite agreements between the federal, provincial, and municipal governments. In Ontario, CBAs began with the redevelopment of Toronto's Regent Park neighbourhood (Galley, 2015). This was one of Toronto's oldest public-housing developments that went through a large redevelopment scheme. Though there was criticism regarding the extent to which existing residents were involved in the discussions and negotiations, the CBA was ultimately successful. It incorporated a local employment plan, and the funding for developing a social enterprise (Paintbox Bistro) and community space (Daniels Spectrum Centre). Subsequently, several other CBAs were developed in Ontario for projects such as the Eglinton Crosstown Light Rail Transit and Woodbine Casino. Further discussions on specific successes in Ontario will be discussed in more detail in the 'Results' section of this report.

## Research Question

This report aims to address the main research question: *What successes have CBAs had in terms of outputs, results, and benefits achieved?* In addition, based on our consultation with the community partner, the following sub-research questions have also been developed: (1) *What is the evidence for having a CBA policy in the City of Hamilton?*; (2) *What might a CBA look like in the City of Hamilton?*; and (3) *How could that policy apply to large scale private developments?*

# Methodology

A literature review was performed in regards to previous CBAs, their development, and their successes. The majority of the review focused on grey literature, with reports, documents, and resources from various coalitions and organizations that have worked in the CBA space. In addition, a recorded, semi-structured interview with a key informant who had experience and knowledge on CBAs was also conducted over the phone (see Appendix A). During this interview, one of the authors took notes and summarized the main points from the interview. With the literature review and key informant interview, an analysis of various CBA case studies was conducted and recommendations have been made for CBA best practices and for the Hamilton City Council.

# Findings

Through the review and analysis of several CBA case studies based in the United States and Canada, the successes and outcomes achieved from each are outlined below. A summary of the findings can also be found in Appendix B.

## United States

### *Staples Center*

#### Background

The Staples Center project, also referred to as the Los Angeles Sports and Entertainment District, was one of the largest economic projects in downtown Los Angeles. This project included the development of two major hotels, luxury condominiums, an office tower, a 7000-seat theater for live performances, a 14-screen movie theater, a convention centre expansion, and plazas for entertainment, restaurant, and retail businesses (Saito & Truong, 2015). The project was a \$2.5 billion investment and public subsidies were estimated to be \$150 million (Partnerships for Working Families, 2015). The project was completed in 2010 and covers a total of 27 acres (Saito & Truong, 2015).

#### Details of CBA

Los Angeles is thought to be the ‘home of the CBA’, and this project was thought to be the first comprehensive CBA in the United States which further “catalyzed a national movement” (Saito & Truong, 2015). Several other CBAs were modelled by the one created for the Staples Center project and has increased awareness about the benefits of CBAs as a part of an equitable development policy. The Figueroa Corridor Coalition for Economic Justice was formed by labor and community-based organizations in order to negotiate a CBA for the Staples Center project in May 2001 with the developer, Anschutz Entertainment Group (Partnerships

for Working Families, 2015). The aims were to include provisions for affordable housing, local hiring, and living wage jobs (Saito & Truong, 2015).

### Achievements Thus Far

The Staples Center CBA was tremendously successful in negotiating and implementing community benefits (Partnerships for Working Families, 2015). These include:

1. Developer-funded assessment of community park and recreation needs, and a \$1 million commitment toward meeting those needs.
2. 70% of the jobs created in the project will pay the city's living wage, and consultation with the coalition on the selection of tenants.
3. First source hiring program targeting job opportunities to low-income individuals and those displaced by the project.
4. Increased affordable housing requirements, and a commitment of seed money for other affordable housing projects.
5. Developer funding for a residential parking program for surrounding neighborhoods.
6. Standards for responsible contracting and leasing decisions by the developer.

The residents who negotiated this CBA were primarily low-income minorities and undocumented immigrants. This CBA, along with the others that followed, began to demonstrate a shift in power to unions and the working-class. Through negotiating the Staples Center CBA, the developer gained support from service unions and community organizations. This was crucial as the opposition can result in development delays and reduction of profits, thus ultimately leading to termination of projects from litigation costs or project delays. Through changing policies and advocating for the community, this CBA was able to bring about benefits to the residents and profits for the developers (Saito & Truong, 2015).

## *Oak to 9th (also known as Brooklyn Basin)*

### Background

Oakland's first CBA was finalized in 2006 due to the redevelopment of 64 acres of waterfront property that created controversy amongst the residents. Planned for the site are more than 3,000 residential units and a retail complex (Partnership for Working Families, 2010). The agreement, entered into by the coalition members and the redevelopment agency, focuses primarily on affordable housing. This CBA was made possible by the collaboration of environment, labour, and faith organizations standing together, advocating for what they want as a community. The coalition, prioritized resident member meetings and surveys about the importance of affordable housing and job access for low-income families. As a result, the coalition won significant housing for low-income families (Partnership for Working Families, 2010).

### Details of CBA

The Oak to 9th CBA focuses primarily on affordable housing, in which the agreement outlines that the units provided should be at no greater than affordable rent to households

earning 25-60% of area median income for at least 55 years from the first occupancy of the project units (Oak to Ninth Agreement, 2006). As well, the CBA ensures that no less than 25% of all project units are provided exclusively for seniors, no less than 30% of units must be 3 bedroom units, and no less than 20% must be two-bedroom units (Oak to Ninth Agreement, 2006).

### Achievements Thus Far

Although, Oak to 9th project is still ongoing, there have been tremendous successes and promising changes have been made (Partnership for Working Families, 2010).

1. Currently, 465 out of 3,100 units are being built to make it affordable for families earning \$50,000 or less.
2. 116 units (approximately 25%) of the affordable units being built will be for senior housing.
3. 300 jobs created for Oakland residents who are just starting out their career in construction.
4. \$1.65 million of the project budget is allocated towards construction training programs to address the specific workforce barriers faced by immigrants and former prisoners re-entering the workforce.

## Canada

### *Vancouver Olympic Village*

#### Background

Vancouver remains one of the first Canadian cities in which CBAs have taken an established practice. Currently, Vancouver is the only city and British Columbia is the only province in Canada with a CBA policy effectively in place. This policy guides all forms of social procurement and infrastructure development in the province. However, the CBA principle started from the ground up – from when there was no principle, practice, or policy in place to when there is now one in place and in full practice.

The purpose of a CBA is to ensure that development brings improvement in the lives of people through local hiring and social procurement. With a quarter of Vancouver's residents living below the Low-Income Measure, the third highest rate of any city in Canada, and with the second highest income gap of any Canadian city, Vancouver's CBA policy attempts to ensure decent paying jobs across the life-cycle of development are more equitably distributed in communities (City of Vancouver, 2017). For Vancouver residents, the CBA policy emphasizes equity of opportunity for residents. This CBA Policy was introduced in 2018 for key public sector projects focusing predominantly on maximizing apprenticeship opportunities on major projects, increasing membership in unions, and in creating opportunities for employment and skill development for Indigenous people and women (City of Vancouver, 2017).

One of the most successful CBAs in Vancouver is the Vancouver Olympic Village site CBA. This CBA, however, was in place before the institution of the CBA policy. It's success likely played a part in the development and implementation of Vancouver's CBA policy. On September 24, 2007, a CBA was signed for the development of a 7-hectare site in Southeast False Creek, later to be called the Olympic Village site. Signed by Millennium Southeast False Creek (SEFC) Properties Ltd. (Millennium), the City of Vancouver, and Building Opportunities with Business Inner-City Society (BOB), this agreement outlined several commitments and targets that would ensure that this economic development project would deliver direct benefits to Vancouver's inner-city residents and businesses (Peachey, 2009). This property will house athletes and officials during the 2010 Winter Olympics and subsequently form the community, retail, commercial and residential hub of the newly developed SEFC neighborhood (Peachey, 2009)

It is important that this CBA is understood in the context of two earlier agreements. Firstly, the *Vancouver Agreement* is a historic agreement signed by Canada, the Province of BC, and the City of Vancouver in March 2000 (Vancouver Agreement, 2010). This initial 5-year agreement since extended to March 2010 is a much-lauded initiative to coordinate the efforts and resources of all three levels of government to support sustainable social, economic, and community development in Vancouver's inner-city (Peachey, 2009). Similarly, in 2003, the Vancouver 2010 Olympic Bid Corporation and its three government partners developed the *Inner-City Inclusivity Commitments* (ICI) formalizing the intent to maximize the opportunities and mitigate the potential impacts from hosting the 2010 Olympic Winter Games in Vancouver's inner-city neighborhoods (Vancouver 2010 Olympics, 2019). When the bid to host the Games was successful, the ICI was subsequently adopted by the Vancouver Organizing Committee (VANOC). Implementation of the ICI is a shared responsibility of VANOC, the City of Vancouver, the Province of British Columbia and the Government of Canada (Peachey, 2009).

#### Details of CBA

Based on the above context under which Vancouver Olympic Village site CBA was developed, the targets for the developer under the CBA were straightforward and concise.

1. **Direct hiring and employment:** Millennium (the developer) and its contractors will hire a minimum of 100 inner-city residents who have completed job training for entry-level positions.
2. **Training (indirect hiring) and procurement goals:** Millennium will contribute \$750,000 to Building Opportunities with Business Inner-City Society (BOB) to provide inner-city residents with job training and coaching and to support procurement goals. As well, Millennium and BOB will work cooperatively to procure \$15,000,000 worth of goods, products, equipment and services from qualified registered businesses located in or supportive of the inner-city.
3. **Supplier registration and referrals:** Millennium will encourage its major suppliers to register and work with BOB to maximize the benefits of business activities to the inner-city.

## Achievements Thus Far

The Vancouver Olympic Village site CBA is one of the earliest success of CBAs in Vancouver and British Columbia province despite some controversies which surrounded the outcome of the deal between Millennium, City of Vancouver, and BOB (Building Opportunities with Business Inner-City Society) – the community partner. The success of this CBA has gone on to serve as a context for the development and engagement of further CBAs, as well as the institution of a CBA policy in the City of Vancouver. Specifically, the key successes of the Vancouver Olympic Village site CBA are:

1. **Employment program results:** According to data available, over 300 individuals were interviewed for participation in the Olympic village site employment program. Of these, just over 100 individuals were accepted for training (Peachey, 2009). Unsuccessful candidates were referred on or back to other programs and organizations. Of the people accepted into the program, 70% were inner-city residents while 30% were connected to the inner-city through agencies or other relationships (Peachey, 2009).
  - a. Participants in the program came from a variety of backgrounds. The largest group, 54%, self-identified as Canadian. Another 22% identified as Aboriginal, while 19% identified as status landed immigrants and 5% identified as status refugees (Peachey, 2009).
2. **Training program delivered:** In total, 6 pre-employment training sessions and 10 CORE training courses were delivered under the CBA (Peachey, 2009). Class sizes ranged from between 7 and 15 individuals. The first CORE session, dubbed CORE-Light was a 2 week course for participants with previous construction or related industry experience. CORE 1 through 8 were delivered as 6-week courses.
  - a. On average, 80% of candidates who entered into the program completed the courses and were provided the opportunity to work in the construction sector (Peachey, 2009).
3. **Employment created:** In total, 120 people were placed in construction jobs: 87 on the Olympic Village Site and 33 on construction sites elsewhere in the city (Peachey, 2009). Of the 120 individuals placed in jobs, 91 (76%) continued to work well past the 12-week employment threshold recognized by Canada Employment Standards (Peachey, 2009).
4. **Procurement program results:** Records show that Millennium and its subcontractors recorded almost \$42 million in spending to companies either located in the inner-city or supportive of the inner-city through various contracts and programs (Peachey, 2009). This figure far exceeds the \$15 million procurement target committed to in the CBA.
5. **Opportunities through Business Registry:** Records show that approximately half of the inner-city suppliers recorded by Millennium registered with the Construction Directory. However, only 3 of the 11 companies that supplied more than \$350,000 to the site chose to register with BOB (Peachey, 2009). It appears that for these larger suppliers neither the benefits of registering nor the imperative to do so (despite encouraging language in contracts between Millennium and its suppliers) were sufficient motivators (Peachey, 2009).

## *Parkdale*

### Background

Parkdale is considered to be one of the last affordable neighborhoods in downtown Toronto. However, this narrative is quickly changing, as the wealth divide between the Northern and Southern parts of Parkdale is at its highest (Statistics Canada, 2018). The rise in real estate and economic developments in Parkdale has led to a decline in tenants' rights and equity (e.g., unlawful rent increases, evictions, displacements). Furthermore, long-term and local businesses are being evicted due to large and unsustainable rental increases (Parkdale People's Economy, 2018). With such pressing issues, the Parkdale People's Economy, a network consisting of over 30 community-based organizations and hundreds of residents, created the Parkdale Community Planning Study to address the impacts of gentrification on community well-being in the neighbourhood. The Parkdale CBA, established in 2016, was one of the results of this study (Parkdale Community Economic Development, 2016).

### Details of CBA

The Parkdale CBA was created to ensure equitable development in the neighbourhood by advocating for the community's needs and priorities (Parkdale People's Economy, 2018). Like all community benefits frameworks, the purpose of this is to ensure that developers, investors, and policymakers collaborate with key local stakeholders in the decision-making process to ensure that residents are benefitting from local economic growth. Specifically, the five key principles of the Parkdale CBA are:

1. **Equitable process:** "We support developments that benefit existing residents by meeting and prioritizing the needs of community members at risk of displacement."
2. **Affordable housing:** "We support developments that address housing justice by guaranteeing permanently affordable, accessible, and adequate units."
3. **Affordable commercial:** "We seek the creation and preservation of affordable commercial space for community agencies and locally-serving small businesses that reflect the character of Parkdale."
4. **Decent work:** "We support developments that address economic justice by creating decent work opportunities for equity-seeking community members in Parkdale."
5. **Community assets:** "We support developments that serve community needs and enhance community wellbeing by supporting community space and resources, health and food security, and social and natural infrastructure."

The CBA is specific and sets out a clear list of targets and demands that can be used by key stakeholders in negotiating and advocating for sound agreements (Parkdale People's Economy, 2018). The framework was specifically designed to be:

1. **Responsive:** The framework can be adapted based on the scale of development and investment.
2. **Proactive:** The framework provides a clear list of community-approved standards and demands.
3. **Community-driven:** The framework requires negotiations with the community and local accountability.

### Achievements Thus Far

The Parkdale People's Economy has been officially recognized as the Neighbourhood Planning Table for South Parkdale, which has allowed for institutional support from the City of Toronto (Parkdale People's Economy, 2018). Since early 2017, it has played an instrumental role in ensuring the successes of the Parkdale CBA through the following ways:

1. **Building a coalition:** The group has engaged over 30 community organizations, three local anchor institutions, and 650 community members in discussions surrounding community benefits.
2. **Public education:** The group has held several panel discussions with a focus on development and community benefits.
3. **Community workshops:** The group has hosted community workshops on articulating demands, setting targets, and reviewing targets.
4. **Tracking and researching:** The group has been tracking public, private, and community-led developments in Parkdale to better understand the potential role of community benefits.
5. **Testing:** The group held neighbourhood assemblies on contentious developments to prepare and vote on a platform of demands for community benefits.

## *Finch West LRT*

### Background

Finch West LRT is a new 11-kilometre light rail transit line in Northwest Toronto with an expected completion date of 2023. A total of 18 new stops and stations with access and connections to the Toronto Transit Commission (TTC), GO Transit, MiWay, York Region Transit (YRT) and Züm, will be constructed and completed. Mosaic Transit Group was awarded the contract valued at \$2.5 billion on May 2018 to spearhead the project specifically the design, construction, finance and maintenance of the Finch West LRT (Infrastructure Ontario, 2018; Metrolinx, 2019).

### Details of CBA

Metrolinx recognizes that major infrastructure investments should provide benefits for the communities including employment, apprenticeship, local suppliers, and social procurement opportunities. In collaboration with Infrastructure Ontario (IO) and the Ministry of Training, Colleges and Universities, Metrolinx is currently working with the Toronto Community Benefits Network (TCBN) to finalize a community benefits program for the Finch West LRT project by building on the same framework agreed on for the Eglinton Crosstown LRT (Metrolinx, n.d., 2019).

### Achievements Thus Far

Given the delays in the project, currently, there are no milestones achieved regarding a CBA for Finch West LRT.

## *Eglinton Crosstown*

### Background

Line 5 Eglinton, announced in 2007, was part of the implementation of six other light rail lines across Toronto. (Crosslinx, 2016) The immediate goal was to leverage this \$5.3 billion infrastructure investment to create economic opportunities for residents from historically disadvantaged groups. (TCBN, 2017) This 19-kilometre corridor will include a 10-kilometre underground portion, between Keele Street and Laird Drive. The Crosstown will have up to 25 stations and will link to 54 bus routes, three subway stations and various GO Transit lines. (Crosslinx, 2016) It remains the largest transit expansion in the history of Toronto. In 2014, the TCBN and Metrolinx signed the Metrolinx CBA that committed to local hiring and social procurement in the construction of new transit in Toronto. Metrolinx expects Eglinton LRT to be completed by 2021. (Crosslinx, 2016)

### Details of CBA

The five guiding principles of the Metrolinx CBA are listed below (TCBN, 2017):

1. Provide equitable economic opportunities that promote economic inclusion for all Toronto residents.
2. Contribute to the integration of skilled newcomers into professional, administrative, and technical jobs.
3. Support social enterprises and other related vehicles to economic inclusion through commitments to social procurement.
4. Contribute to neighbourhood and environmental improvements through building new transit infrastructure.
5. Ensure clear commitments and accountability from all parties to deliver.

### Achievements Thus Far

There are various achievements associated with this CBA, which include (TCBN, 2017):

1. **Apprenticeship opportunities:** Crosslinx Transit Solutions (CTS) and partners have publicly committed to having historically disadvantaged residents perform 10% of all trade or craft working hours required to construct the Project.
2. **Opportunities to skilled newcomers:** CTS worked with service delivery agencies to establish a framework for hiring skilled newcomers. The target of hiring at least 50 newcomers have already been exceeded.
3. **Neighbourhood improvements.** Community groups also advocated for the preservation of the Kodak building as a historical site. The building will be incorporated into the design of the Mount Dennis LRT station, with part of the building earmarked for community use. The community also successfully organized against the construction of a gas power plant at the Mount Dennis station, which will be replaced by a battery system.

Moving forward, TCBN is looking forward to using future infrastructure investment dollars for community benefits, taking what they learned from the Eglinton LRT as a precedent.

As well, working with the communities involved to help start and continue the conversation related to housing and neighbourhood economic development through Eglinton LRT.

## *Gordie Howe International Bridge*

### Background

The Gordie Howe International Bridge is a project to develop a 2.5 kilometre, cable-stayed bridge, connecting the regions of Windsor and Detroit (WDBA, n.d.). The project aims to enhance transportation for international travellers, as well as provide jobs and opportunities for growth to the Windsor-Detroit region. Through public-private partnerships, this project uses collaborative efforts that involve community stakeholders at all levels.

### Details of CBA

In 2012, the Government of Canada and the State of Michigan signed the Canada-Michigan Crossing Agreement, mandating the use of a CBA for this project (WDBA, 2018). Bridging North America is the organization responsible for including a robust CBA that will provide economic opportunities within the Windsor-Detroit region, contribute positively to workforce development programs, enhance economic inclusion, and deliver neighbourhood improvements. The CBA is based on community input and encompasses the principles of being integrated, collaborative, accessible, regional, and enterprising (WDBA, 2018).

This proposed CBA consists of two strategies: (1) The Workforce Development and Participation Strategy; and (2) The Neighbourhood Infrastructure Strategy. The Workforce Development and Participation Strategy focuses on providing employment opportunities for the workforce, training, and apprenticeships (WDBA, 2018). This strategy aims to employ workers or contractors within the City of Windsor, which would amount to at least \$250 million of the total value of the work. Additionally, it aims to engage and employ Indigenous Peoples within and around the City of Windsor, Essex County, and Walpole Island. Finally, the strategy will employ Detroit residents and work with Detroit-based businesses. The Neighbourhood Infrastructure Strategy consists of a \$20 million community infrastructure investment that will address the identified priorities that have been developed through community benefit consultations since 2015 (WDBA, 2018). The benefits include building community partnerships, mitigating the impacts of construction for nearby communities, community safety and connections (e.g., strengthening cycling infrastructure), economic benefits, and aesthetics and landscaping (e.g., community art projects, greenspaces).

### Achievements Thus Far

Up to this time, the proposed CBA has led to significant community engagement. Specifically, community members were engaged through public meetings, focus groups, one-on-one meetings, emails, and letters. Since 2015, Michigan and Ontario residents, Indigenous Peoples, and community leaders have provided over 230 suggestions for community benefits (WDBA, 2018). The CBA is still not finalized yet, however Bridging North America has already started implementing various community benefits initiatives. For example, connections are

being made with local workforce agencies to promote job postings and employment opportunities (WDBA, 2018). Bridging North America is currently in the process of engaging with stakeholders, community members, elected officials, and businesses to undertake further consultations with the communities (WDBA, 2018). In summary, the development of this CBA has been and will continue to be a collaborative process, with active involvement from community members, Indigenous Peoples, and relevant stakeholders. The Gordie Howe International Bridge project aims to address community-identified priorities through the use of a CBA, providing key opportunities and positive outcomes for the Windsor-Detroit region.

## *Woodbine Casino & Rexdale Rising Movement*

### Background

“The Rexdale community has a lot to be proud of - this is a big step towards securing an agreement that can result in good jobs for local residents”. This was a statement made by Rosemarie Powell, the Executive Director of TCBN after the Rexdale – Casino Woodbine CBA was signed. The mobilization for the inclusion of local needs and benefits in major development projects in Ontario started about a decade ago. Rexdale's Community Organizing for Responsible Development (CORD) mobilized for local needs in a proposed major redevelopment at Woodbine (TCBN, 2018). Although the project did not materialize, the experience set the stage for a community benefits movement in Ontario. In 2014, the TCBN, a coalition of over 80 labour and community groups, successfully negotiated the first CBA in Toronto (TCBN, 2018) – the Community Benefits Agreement with Metrolinx for the Eglinton Crosstown transit project. The agreement with Metrolinx provided needed careers in construction trades and professional occupations for the Eglinton Crosstown Transit Project (TCBN, 2018).

In August 2017, Ontario Lottery and Gaming (OLG) announced that it had selected Ontario Gaming GTA LP (a partnership between Great Canadian Gaming, Brookfield Business Partners, and Clairvest Group) as the service provider for the existing slots and future casino at the Woodbine Racetrack in Rexdale (TCBN, 2018). This project includes the development of a casino, restaurants, retail stores, hotels, convention space, and a theatre. This development project is an estimated value of \$1 billion.

In April 2018, the City of Toronto signed a CBA with One Toronto Gaming, which operates the Casino Woodbine in the Rexdale district of Toronto. This CBA has been described as a decade long battle that has paid off for the Rexdale community (Nanji, 2019). Woodbine is a casino and horse racing track located in Toronto, Ontario. It is the only horse racing track in North America which stages thoroughbred and standardbred horse racing programs on the same day. Woodbine casino isn't a new venture. It has been in existence since 1956 when it opened its first set of race tracks to the public and was called the Woodbine racetracks. Since its opening, it has undergone several remodeling with no direct benefit to the community in which it operates.

## Details of CBA

The goal of any community benefit agreement or public policy is to enhance both the quality of life and functionality of the society or neighborhood, thus making the community a better place to live, work and play for residents of such community. This is the context under which the Rexdale – Casino Woodbine CBA started. The Rexdale – Casino Woodbine CBA was driven by community, advocacy groups, organizations, and the City of Toronto efforts to mitigate the negative effects of expanded gaming and to leverage opportunities that benefit the Rexdale community and all equity-seeking groups across Toronto (City of Toronto, 2019a).

The Rexdale – Casino Woodbine CBA community mobilization and engagement started in November 2016 when developers held the first public meeting to introduce Woodbine Live, an entertainment/retail/residential development which they claimed would create thousands of jobs (Rexdale Rising, n.d.). To ensure real outcomes for residents, a community-labour coalition led by UNITE Here Local 75 and Community Organizing for Responsible Development (CORD) put the developers on notice as to their intentions for a CBA for the community (Rexdale Rising, n.d.). Even though the city gave approval for Woodbine Live, the development never did get off the ground. However, the community engagement and mobilization remained functional until 2017 when the Ontario Lottery and Gaming selected Ontario Gaming GTA LP as the operator for the Woodbine Casino – a curious case of preparation meets opportunity.

As part of continuous community engagement, the Rexdale – Casino Woodbine CBA includes an accountability structure that ensures community voices are represented by local residents and through local community agencies (City of Toronto, 2019a). One of the committees is the Community Steering Committee and includes two local residents - one resident is affiliated with the Kingsview Village while the other is affiliated with North Etobicoke Residents Council. Several agencies, including community funding organizations, employment agencies, and community health organizations are included in all three of the accountability committees (City of Toronto, 2019). Local residents and communities are also able to submit input and feedback through individual and agency representatives on any of the various committees, as well as through local neighborhood action planning such as the North Etobicoke Residents Council and Kingsview Village Action Planning tables (City of Toronto, 2019a).

The Rexdale – Casino Woodbine CBA includes specific requirements for One Toronto Gaming to achieve a range of social and economic outcomes, including local and social hiring for both casino operations and construction-related employment, local and social procurement opportunities, responsible gambling measures, a child care centre, and community access to use the event venue (City of Toronto, 2019a). The targets of the Rexdale Rising & Woodbine Casino CBA include:

1. **Local and social hiring targets:** Local hiring indicates employment opportunities for people who live in the Woodbine local area. Social hiring is associated with employing people who self-identify with an equity-seeking group or people who face unique barriers to employment, including Ontario Works clients.

- a. At least 40% of new hiring will be through local or social hiring, where at least half will be through local hiring.
  - b. In the first two years of expanded gaming, at least 40% of total employees will have full-time employment. After two years, 50% of total employees will have full-time employment.
  - c. At least 10% of overall hours worked by trades or craftspeople will be apprentices or journeypersons hired through local or social hiring.
  - d. Develop a 20-year Employment and Labour Market Plan that includes career laddering, recruitment activities, and scholarship opportunities.
  - e. Identify job opportunities for people with criminal records.
2. **International marketing plan.**
  3. **Responsible gambling measures:** One Toronto Gaming will maintain all existing responsible gambling measures as required by the Ontario Lottery & Gaming Corporation and the Alcohol and Gaming Commission of Ontario.
  4. **Local and social procurement:** Develop a Supply Chain Diversity Policy and Procedures. At least 10% of non-construction annual procurement through local or diverse suppliers.
  5. **Community use of space:** Develop policy and procedures for community access to space. At least one large-scale event per month (or 12 per year) in the entertainment venue for local community use at little to no cost.
  6. **Child care centre:** Contribute \$5 million towards developing a child care centre.
  7. **Accountability and monitoring structure:**
    - a. Community Steering Committee (convened by City of Toronto)
    - b. Casino Woodbine Responsible Gambling Oversight Committee (convened by Ontario Lottery & Gaming Corporation)
    - c. Employment & Labour Market Advisory Working Group (convened by One Toronto Gaming)
  8. **Public Reporting:** One Toronto Gaming to provide quarterly and annual progress reports to the public on all CBA commitments. There will be annual City staff reports to Toronto City Council, along with additional City staff reports (when necessary).

### Achievements Thus Far

The Rexdale – Casino Woodbine CBA was signed by the City of Toronto in April 2018. Many of the targets in the CBA are to be met in 2022. However, early reporting to date states that the total new employees hired based on the expansion stands at 675. Of this said amount, 7.5% (50 hires) were local while 80% (540 hires) were social hires. All other elements of the CBA are on track (City of Toronto, 2019a). The city will provide regular yearly update on the progress of the CBA - the first report is expected in December 2019.

## *Hamilton LRT*

### Background

The Hamilton Light Rail Transit project proposes to construct 14 km of rapid transit service down existing streets in Hamilton's urban core. Passing along King St and Main St. from McMaster in the West End of the City to Eastgate mall in the East End of the city it will connect some of highest density areas in the city with an east/west Rapid Transit system. Travelling down the center of the road for most of the length the system will be curb separated, with a separate bridge over the 403, to provide 6-minute peak time service much faster than existing transit options. The line itself stretches through some of the most vulnerable neighbourhoods in the city. The project will require the procurement of up to approximately 90 full property acquisitions and 300 partial property acquisitions. Of the ~90 full property acquisitions 30 of the properties contain residential units (mostly in Ward 3). 15 of those units have been procured so far representing the displacement of 66 tenants, and the removal of 55 units of affordably priced units. Further information on displacement will be available as Metrolinx continues its property acquisitions.

Unlike other LRT/Metrolinx properties land acquisition has been a significant requirement for construction. The residents and neighbourhoods along the line represent high densities of marginalized residents. The increased challenge of rising property rates is already seeing displacement of low-income renters along the corridor. Coupled with the existing challenges of gentrification the potential for Community Benefits to directly improve the lives of those living on the corridor is very high. The project is currently in the RFP stage with the awarding of the RFP to one of the 3 project consortiums expected in Spring/Summer 2020. Current timelines still show project completion in 2024/25.

### Details of CBA

CBA discussions between the Hamilton Community Benefits Network and Metrolinx/the City of Hamilton are ongoing. The project has encountered several political delays and weathered a change in government. The HCBN hopes to build on the success of the Toronto Community Benefits Network's LRT projects such as the Eglinton Crosstown and Finch West LRT to build a made in Hamilton Community Benefits Agreement. Early community conversations and resident engagement indicate displacement and affordable housing are major concerns with the Hamilton LRT project. Although the project brings with it challenges the HCBN believes only a strong community-based Community Benefits Agreement will maximize the benefits of this project for residents along the corridor and in the city as a whole.

### Achievements Thus Far

Metrolinx and the City of Hamilton have already made some small steps towards supporting the community with early projects. Working with the Hamilton Chamber of Commerce the LRT Ready series is entering its second round of hosting education and information sessions for the businesses on the Corridor. The HCBN has started a community Arts Pilot project to animate

some of the procured property with a selection of community arts projects. The city of Hamilton in partnership with Metrolinx, in May 2016, launched a Community Connector project with the aim of visiting every affected property (nearly 1,400) on the corridor twice a year. The HCBN has been hosting community conversations, workgroups and undertaking stakeholder outreach to help shape the demands of a Made in Hamilton Community Benefits Agreement.

## **Current Policies**

### Ontario

#### *The Planning Act and the Development Charges Act*

In Ontario, there are currently two relevant tools within the Ontario *Planning Act*, which are under section 37 and section 42. Section 37 outlines that municipalities can trade exemptions from height or density restrictions to developers in exchange for community improvements (Government of Ontario, 1990). However, section 37 agreements do not usually include any consideration of jobs, wages, or hiring (Galley, 2015). It mainly focuses on heritage preservation, public art, childcare, park improvements, streetscapes, space for non-profit organizations, recreation centres, and affordable housing (City of Toronto, 2017). Of most importance, section 37 agreements are not CBAs as they are limited, are rarely community-based (i.e., targets are not defined by the community), and do not develop sustainable strategies to monitor and enforce community benefits (HCBN, n.d.). Further, section 37 agreements are more limited, only applying to projects that want to pursue exceptions from height or density restrictions. Section 37 agreements are not as comprehensive as CBAs, and as a result, the scope of benefits achieved are reduced. Therefore, section 37 of the *Planning Act* may provide 'benefits', however it is essential that there are stronger tools implemented beyond section 37 - such as CBAs - to ensure mutual benefits for the communities, themselves, are actually achieved.

Section 42 describes the conveyance of land for park purposes, requiring development to contribute to the expansion and enhancement of the municipality's parks and open space system (Government of Ontario, 1990). The amount of parkland required is based on the type and size of the development, along with its location. Specifically in terms of development for commercial or industrial purposes, section 42 requires 2% or 5% of the land to be conveyed for park or other public recreational purposes.

In addition to sections 37 and 42 of the *Planning Act*, there is another relevant, yet separate tool under the *Development Charges Act* (Government of Ontario, 1997). This allows municipalities to impose development charges against land to pay for increased capital costs due to increased needs for services arising from the development. Development charges include fees to cover the cost of infrastructure and supporting services, such as roads, transit, water and sewer, community centres, and fire and police facilities (City of Toronto, n.d.).

Development charges are paid at a set rate based on whether the development is residential or non-residential, along with the number and type of units.

### *Bill 108*

Currently, the Ontario government is proposing to implement a new legislation Bill 108, *More Homes, More Choice Act* (Legislative Assembly of Ontario, 2019). This Bill aims to amend 13 different statutes that affect municipalities and land use planning processes. In particular, it impacts the three aforementioned tools – sections 37 and 42 of the *Planning Act*, as well as the *Development Charges Act*. Bill 108 seeks to increase housing supply in Ontario, however the proposed changes will influence the municipalities' capacity to secure parkland and funding to build community facilities, such as community recreation centres, libraries, and child care centres (City of Toronto, 2019b).

Under schedule 12, Bill 108 proposes to combine section 37, section 42, and certain development charges by introducing new community benefits charge by-laws. This would allow municipalities to impose community benefits charges against land to pay for facilities, services, and matters required to develop or re-develop the area (Legislative Assembly of Ontario, 2019). These community benefits charges will be capped to a maximum specified rate based on a percentage of land value, rather than per unit charge. As a result, this may result in lost revenue or investment delays, in which development will no longer be able to cover the cost of growth-related projects, such as child cares or community centres (City of Toronto, 2019b). Bill 108 proposes to alter how municipalities secure and construct new parks and recreation facilities, such that municipalities will no longer be able to require *both* land for parks and community infrastructure to support citizens (e.g., child cares, libraries) (City of Toronto, 2019b). Regarding development charges, due to the adjustments, Bill 108 will require municipalities to cover more upfront costs for 'hard' infrastructure, such as transit, water, wastewater and roads, and consequently this may result in delays of infrastructure that support development and growth (City of Toronto, 2019c).

Bill 108 poses to have huge implications for Ontario, including major increases in housing supply. However, many community members have also stated that there may be negative effects due to this Bill, especially in terms of community benefits (Pagliaro, 2019). Experts have indicated that with this new, capped system, parkland dedication and community benefits achieved will likely be reduced or not achieved at all (Pagliaro, 2019). The goal of having 'growth pay for growth' may not be accomplished, which merits municipalities to look more closely at CBAs as the tool to build beyond provincial development mandated charges.

## British Columbia

### *City of Vancouver's CBA Policy*

In Canada, Vancouver is the first major city to introduce a municipal-level CBA Policy. In September of 2018, the Vancouver City Council implemented a formal CBA Policy outlining that development projects that exceed 45,000 m<sup>2</sup> must follow the terms of a CBA (City of Vancouver, 2018). Before the establishment of this policy, CBAs in the City of Vancouver were not standardized, lacking predictability, effective implementation and monitoring (City of Vancouver, 2018). Through the lessons learned from past CBAs within the last decade, such as Parq Urban Resort and Casino pilot, this policy seeks to provide consistency for future CBAs with active collaboration between government, industry, and communities.

Specifically, the CBAs involve three main components: (1) first source hiring; (2) social procurement; and (3) supplier diversity (City of Vancouver, 2018). First source hiring refers to ensuring 10% of new entry-level jobs are made available to Vancouver residents, specifically those who are equity seeking. Social procurement includes the consideration of social and environmental impacts when purchasing goods and services from local businesses. Finally, supplier diversity refers to purchasing from organizations that are at least 51% owned by women, Indigenous peoples, visible minorities, members of the LGBTQ2S+ community, someone with a recognizable disability, immigrants, or refugees.

Further, this policy was informed by four lessons learned from past CBAs (City of Vancouver, 2018). Firstly, CBA implementation must be flexible and adaptable to maximize social benefits. For effective CBA implementation, it is also necessary to combine community knowledge and expertise with local industry knowledge. Moreover, labour procurement should be made a priority, especially if achieving material procurement targets are not feasible. Lastly, community benefits should extend beyond project construction and be embedded into long-term, ongoing operations.

The City of Vancouver's (2018) CBA Policy aims to guarantee that development projects would bring improvement in the lives of Vancouver residents, especially for equity-seeking groups. This policy also plays an active role in facilitating poverty reduction, with efforts placed on creating various pathways out of poverty. Ultimately, this policy aims to contribute to building a healthier and more inclusive city for all residents.

## Recommendations

Based on the literature review and key informant interview conducted, the following are the best practices for developing and implementing CBAs in the City of Hamilton.

# CBA Best Practices

## *1. Understand the priorities of the proposed community benefits.*

- Develop a committee focused on community engagement to host public consultations with local residents.
- Include community members at the decision-making table right from the beginning, at a case-by-case basis.
- Establish connections with community residents to understand what their needs are.
- Engage with vulnerable populations to ensure their needs are being met and the concerns voiced. This may include women, Indigenous peoples, visible minorities, members of the LGBTQ2S+ community, individuals with a recognizable disability, immigrants, and refugees.
- Use diverse methods to engage with communities, such as public meetings, focus groups, one-on-one meetings, emails, social media, and letters.

## *2. Set specific and achievable targets.*

- Targets should focus on community-identified priorities that are derived from community engagement processes.
- Targets are not limited to increasing local employment opportunities as they can be creative community-based benefits, such as improvements to or development of green spaces, community centres, public art, scholarship opportunities, and etc.
- Take into account targets that foster long-term benefits which will last even after the duration of the project.
- Set specific quantitative (e.g., percentage, dollar value) targets that are measurable so that progress can be evaluated and parties can be held accountable.
- Establish legislative bases for provision of community funds that will go towards the targets set by the community.

## *3. Consult and create an agreement with the contracting firm.*

- Advocate for benefits to the community by leveraging specific benefits to the firm, such as zoning permits or support from the local community.

## *4. Re-assess and re-evaluate the effectiveness of the CBA.*

- Establish a monitoring and evaluation framework for reporting target achievements.
- Develop methods to gauge and understand the challenges associated with targets.

## *5. Be transparent to the community throughout the entire process.*

- Ensure to demonstrate the direct effects of CBA implementations to local residents.
- Follow up with community members to keep open, consistent lines of communication.
- Provide a clear framework for dispute resolution and enforcement.
- Make it accessible for community members to reach out to stakeholders.
- Ensure every city staff member working dealing with the project prioritize community benefits consistently.

- Provide ample opportunities for community members to voice their concerns before, during, and after the project.
- Demonstrate equity and fairness in fund allocation among communities depending on each community's unique needs and wants.

## Recommendations for Hamilton City Council

The purposes of creating a CBA policy are:

- Creates a base standard, avoiding repetition in the initial negotiations each time a proposal is made.
- Avoids inconsistencies between agreements in different areas.
- Provides better standardization, predictability, and effective implementation and monitoring of CBAs.

We therefore recommend that the City of Hamilton develop a formal, municipal-level CBA policy with the following considerations:

- Establish a CBA Policy Working Group to drive the development and implementation of the CBA Policy.
- Require effective coordination and collaboration across sectors, cultures, and communities.
- Conduct a comprehensive analysis of past CBAs and their approaches, with a focus on lessons learned and public policy best practices.
- Utilize the lessons learned from past CBAs and adapt them to the current climate.
- Hold policy consultations within the City of Hamilton and nearby communities to ensure the voices of local residents are incorporated throughout the policy-making process.
- Engage with communities to determine the key community-identified needs that can be addressed by the CBA Policy.
- CBA Policy should ensure that all development projects, which fit particular requirements, are held accountable to specific standards including the use of a CBA.
- CBA Policy should aim to achieve goals aligned with community-identified needs.
- CBA Policy should have a strong focus on working towards equity, involving equity-seeking and marginalized groups.
- CBA Policy should place strong considerations on monitoring and evaluation of CBAs.

## Conclusion

Community benefits agreements (CBAs) are a strategic tool that is used to ensure that affected residents will share in the benefits of major development projects. CBAs provide a mechanism that can address a myriad of community-identified needs that span from local employment opportunities and training programs to providing public community spaces. Through the literature review and key informant interview conducted, it is evident that CBAs have had numerous successes in terms of outputs, results, and benefits achieved. By analyzing

case studies in the United States and Canada, CBAs have shown to be an effective method of providing local employment opportunities, affordable housing, and community spaces. Further, based on the findings, recommendations for CBA best practices have been made. Notably, recommendations for the City of Hamilton have also been proposed, including the development of a formal, municipal-wide CBA Policy which would ensure greater standardization, predictability, as well as effective implementation and monitoring of CBAs in Hamilton. In summary, CBAs provide a wealth of advantages for all parties involved, ensuring that all community members - especially those who are underrepresented or marginalized - have a voice within large development projects. CBAs can ultimately provide many positive implications for the City of Hamilton, as well as the local residents in and around the Hamilton region, fostering a healthier and more inclusive city for all.

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## Appendix A

### Interview Guide

Format: Semi-structured, recorded, on the phone

Duration: 30 minutes

Questions:

- What has your experience been like in your involvement with CBAs in [removed]?
- How was the development process of getting to where we are now?
  - Who was involved in the development process?
  - How did you engage stakeholders? The community?
- What are some successes that you have had?
- What are some challenges that you've faced?
  - Did you have difficulties in convincing the City of [removed] officials to agree to CBAs? How did you work around that?
- What has been your experience in working around the by-laws?
- What will be your advice on how to proceed to establish a CBA in Hamilton?
- What are the early mistakes to avoid?
- What would you recommend for the City of Hamilton?
- How would you recommend setting up a CBA for the Hamilton LRT project?
- Do you have any resources and internal documents to share?

## Appendix B

Table 1: Comparison of CBAs in Canada and the United States

Country	Project Name	Description of Project	Signatories	Successes
United States	Staples Center	<ul style="list-style-type: none"> <li>- Large economic development focusing on plazas for entertainment, restaurants, retail businesses, and night-life</li> <li>- \$2.5 billion investment and \$150 million in public subsidies</li> <li>- Project completed in 2010</li> <li>- Covers 27 acres</li> </ul>	<ul style="list-style-type: none"> <li>- Figueroa Corridor Coalition for Economic Justice (formed by labor and community-based organizations)</li> <li>- Developer: Anschutz Entertainment Group</li> </ul>	<ul style="list-style-type: none"> <li>- Negotiated community benefits including developer funded-community park, affordable housing, local hiring and living wage jobs</li> <li>- Catalyzed a national movement after having been the first successful and comprehensive CBA in the United States</li> </ul>

	Oak to 9th (Brooklyn Basin)	<ul style="list-style-type: none"> <li>- Brooklyn Basin will be built on 65 acres of waterfront property southwest of The Embarcadero between the Lake Merritt channel and 9th Avenue.</li> <li>- Providing affordable housing to low income families as well as seniors</li> <li>- Job and training opportunities for construction workers</li> </ul>	<ul style="list-style-type: none"> <li>- Urban Strategies Council,</li> <li>- Asian Pacific Environmental Network,</li> <li>- East Bay Asian Youth Center</li> <li>- St. Anthony's Catholic Church</li> </ul>	<ul style="list-style-type: none"> <li>- 465 units of housing affordable to families earning \$50,000 or less (considered very low- and extremely low-income households)</li> <li>- A majority of units will be family sized 2-3 bedroom units.</li> <li>- Jobs will be filled by Oakland residents just starting their apprentice hours in construction</li> </ul>
Canada	Finch-West LRT	<ul style="list-style-type: none"> <li>- 11-kilometre LRT line in Northwest Toronto</li> <li>- Contract valued at \$2.5 billion</li> <li>- Expected completion 2023</li> </ul>	<ul style="list-style-type: none"> <li>- Mosaic Transit Group</li> <li>- Metrolinx</li> <li>- Government of Ontario</li> </ul>	<ul style="list-style-type: none"> <li>- No milestones achieved given project delays</li> </ul>
	Parkdale	<ul style="list-style-type: none"> <li>- Parkdale Community Benefits Framework was established in 2016 to address the impacts of gentrification on community wellbeing in the neighbourhood</li> </ul>	<ul style="list-style-type: none"> <li>- No official signatories as it is only a framework</li> </ul>	<ul style="list-style-type: none"> <li>- Officially recognized as the Neighbourhood Planning Table for South Parkdale</li> <li>- Played an instrumental role in ensuring the success of the Parkdale Community Benefits Framework</li> </ul>
	Eglinton Crosstown	<ul style="list-style-type: none"> <li>- Light rail line under construction in Toronto</li> <li>- Metrolinx and Toronto Community Benefits Network sign a framework include local employment,</li> </ul>	<ul style="list-style-type: none"> <li>- Metrolinx co-signed Community Benefits Framework with TCBN</li> <li>- Metrolinx's first community benefits program ever. Using</li> </ul>	<ul style="list-style-type: none"> <li>- Already inspiring and encouraging other cities in the GTA to adopt a similar infrastructure projects</li> </ul>

		<p>training and procurement on project</p> <ul style="list-style-type: none"> <li>- Aim is to ensure the \$5.3 billion infrastructure project creates opportunities for residents in Eglinton area as well as people from different income brackets across city</li> </ul>	<p>this opportunity as a test drive</p>	<ul style="list-style-type: none"> <li>- Giving ideas and examples of the policy framework to follow</li> </ul>
	<p>Gordie Howe International Bridge</p>	<ul style="list-style-type: none"> <li>- 2.5 kilometre, cable-stayed bridge connecting Windsor and Detroit</li> <li>- Aims to address community-identified priorities, providing sustainable and positive economic, social, and environmental benefits to communities in the Windsor-Detroit region</li> </ul>	<ul style="list-style-type: none"> <li>- Government of Canada and State of Michigan signed the Canada-Michigan Crossing Agreement, requiring the use of a Community Benefits Agreement</li> </ul>	<ul style="list-style-type: none"> <li>- Hosted numerous community consultations that actively engaged with Michigan and Ontario residents, Indigenous Peoples, and community leaders since 2015, having collected over 230 suggestions for community benefits</li> <li>- At least \$250 million of the total value of work during design-build phase will be performed by workers within City of Windsor region</li> <li>- \$20 million community infrastructure investment that will address community-identified priorities</li> </ul>

	<p>Woodbine Casino &amp; Rexdale Rising Movement</p>	<ul style="list-style-type: none"> <li>- Expansion of the Woodbine casino</li> <li>- Building of two hotels, several restaurants and retail stores, a 4200 seat event venue and a 5000 square foot onsite training center.</li> <li>- Aims to address the negative effects of expanded gaming, and to leverage opportunities to benefit the Rexdale community through community development and local hiring of residents of Rexdale community.</li> </ul>	<ul style="list-style-type: none"> <li>- One Toronto Gaming (owners of Woodbine Casino) and City of Toronto. Several advocacy groups were involved in the process however and were of immense impact to the eventual outcome of the CBA.</li> </ul>	<ul style="list-style-type: none"> <li>- Early reporting to date as obtained from the City of Toronto shows that the total new employees hired based on the expansion stands at 675. Of this said amount, 7.5% (50 hires) were local while 80% (540 hires) were social hires.</li> </ul>
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