



# Community Benefits in Construction

## Mandate, Design, and Implement Guide

Buy Social Canada

May 2024



# About Buy Social Canada

[Buy Social Canada](#) is a social enterprise that believes that procurement is more than an economic transaction, it contributes to community social and economic goals. We see opportunities to buy and sell with impact at all levels in the marketplace. Through social procurement advocacy, education, and consulting, we are unleashing the transformative power of the market.

Established in 2014, Buy Social Canada brings together purpose-driven purchasers and social value suppliers to build business relationships that generate social benefits for communities across the country. We work with community, private sector, and public sector to provide training, develop policy, and share resources. We offer a recognized, Canada-wide social enterprise certification that opens the door to our growing network of social purchasers.

Our team has been engaged in community benefits in construction policy and practices for over a decade. This Guide brings together that innovation and expertise so that community organizers, policy makers, and construction companies can leverage construction projects to achieve community goals.



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# Table of Contents

<b>Executive Summary</b> .....	<b>4</b>
<b>Buy Social Canada CBA Services</b> .....	<b>5</b>
<b>Introduction</b> .....	<b>6</b>
What are Community Benefits in Construction?	7
<b>Mandate</b> .....	<b>9</b>
Framework or Policy	9
Bid Requirement	10
Negotiation	11
<b>Design</b> .....	<b>12</b>
Engagement	12
Design Support	15
Applicability	15
Targets	16
Bid Process	18
Accountability	18
Reporting	18
<b>Implement</b> .....	<b>21</b>
Implementation Support	21
Training	22
Reporting	22
Community Engagement	23
Supplier Outreach	25
Communications	25
<b>Conclusion</b> .....	<b>26</b>
<b>Appendix A: Additional Resources</b> .....	<b>27</b>
<b>Appendix B: Policy and Frameworks</b> .....	<b>28</b>
Canada	28
International	29

# Executive Summary

Construction, infrastructure, and development projects influence our communities beyond the physical structures they build. These projects are an opportunity to create intentional social, human, cultural, and economic capital, otherwise known as community benefits. The practice of incorporating intentional community benefits in construction projects is increasing across Canada.

Community benefits in construction come in a variety of forms, from legally binding agreements to informal commitments to deliver agreed-upon social value outcomes. Regardless of the chosen model, the identified community outcomes or benefits generally fall into four social procurement opportunity areas:

- Targeted employment;
- Training and apprenticeships;
- Inclusion of social value suppliers<sup>1</sup> as subcontractors or businesses in the supply chain; and
- Community development.

The process of implementing community benefits in construction and infrastructure projects is often undertaken via a Community Benefits Agreement (CBA). Buy Social Canada recognizes that CBAs are not the only delivery model for community benefits in construction, but in this Guide, we will often refer to CBAs as the term for the delivery of community benefits in construction.

This Guide covers three stages of community benefits in construction projects: Mandate, Design, and Implement. The mandate for community benefits can stem from overarching policies, bid requirements, or negotiations with community advocates. The design of community benefits for a project incorporates engagement strategies, target setting, the bid process, accountability to ensure targets are met, and reporting mechanisms. The implement stage of community benefits on projects outlines key actions for successful execution which include training, reporting, community engagement, supplier outreach, and communication strategies.

Successful implementation of community benefits requires robust engagement with stakeholders, including construction industry representatives and community organizations; clear definitions of appropriate targets; and reporting mechanisms proportionate to the project scope.

This Guide highlights the significance and variety of community involvement throughout the CBA process.

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<sup>1</sup> A social value supplier is a business that through its business practices and/or social, environmental, or cultural mission, contributes towards a social, environmental, or cultural objective. Examples include social enterprises, co-operatives, Indigenous businesses, and diverse-owned businesses.



# Buy Social Canada CBA Services

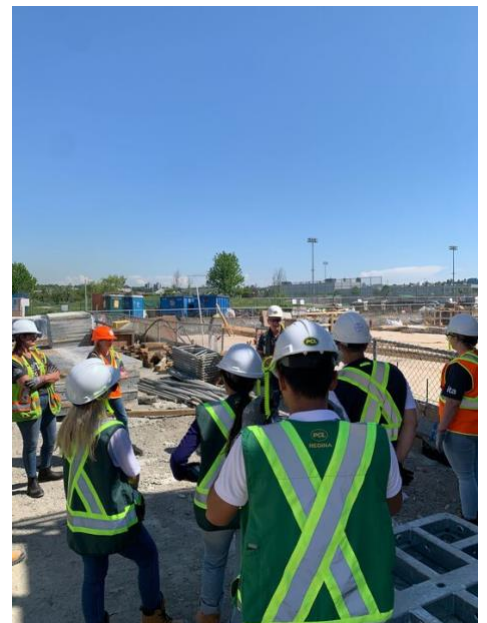
Buy Social Canada has been engaged in Community Benefits Agreement policy and practices for over a decade. We offer tailored support services and expertise to mandate, design, and implement CBAs. We believe that the collective effort of leveraging social value from purchasing has a powerful and positive ripple effect on our communities, and community benefits in construction are a major opportunity to harness purchasing power and support healthy, thriving communities.

If you would like support to mandate, design, or implement community benefits in your construction work, our team is available for support. We provide an array of customizable packages that have seen success in the market. Our on-the-ground experience has been crucial to test and develop the processes that we share here.

As a social enterprise with the mission to advance and grow social procurement we make the community benefits process available to anyone through this open-source Guide. But we are also a business, and we are available to provide in-depth, hands-on and customized paid support to your project. Plus, when you work with us, you help to support our social impact work which includes open-source resources, research, and regular free events which are open to all.

Together we can shape a social value marketplace that contributes to community resilience and well-being.

Contact [info@buysocialcanada.com](mailto:info@buysocialcanada.com) to find out more.



New St. Paul's Hospital CBA Project in Vancouver BC. Buy Social Canada Employment Opportunities Tour featuring Certified Social Enterprises Mission Possible and Embers Staffing Solutions.



## Introduction

Construction, infrastructure, and development projects affect more than just the physical shape of our communities. These projects must consider their relationship and impact on community capital – which includes not only physical capital, but also social, human, cultural, and economic capital.

Construction projects impact local economies and labour markets, whether intended or not. If these impacts are considered with positive intention, the projects bring the opportunity to create long-lasting economic and social benefits for the communities in which they occur.

Construction projects can intentionally strive to create community benefits through employment and procurement activities, often through a Community Benefits Agreement (CBA). These agreements align themselves with government or organizational strategic goals, such as increasing cultural diversity, social inclusion, affordability, and workforce development. The specific goals vary across projects and depend on opportunities, geography, local resources and needs, community goals, and public policy goals and requirements.

This Guide will support community advocates, policy makers and project owners who want to create community benefits in construction, infrastructure, and development projects. It will guide readers through three stages of community benefits in construction: Mandate, Design, and Implement.

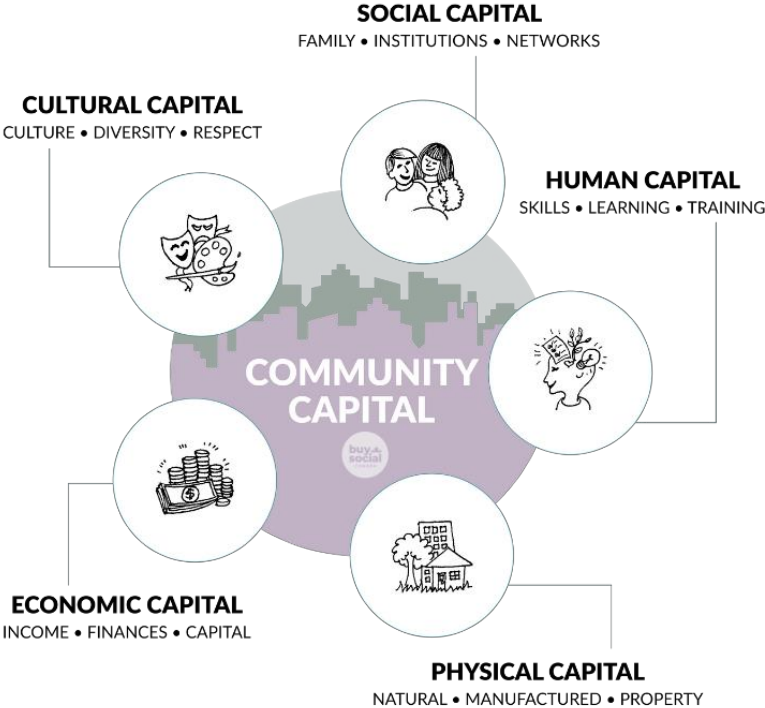
## What are Community Benefits in Construction?

Community benefits are a type of social procurement as they seek to incorporate social value into the procurement of construction and infrastructure projects. Community benefits in construction come in a variety of forms, from legally binding agreements to informal commitments to deliver agreed-upon social value outcomes. Regardless of the chosen model, the identified community outcomes or benefits generally fall into four social procurement opportunity areas:

- Targeted employment;
- Training and apprenticeships;
- Inclusion of social value suppliers as subcontractors or businesses in the supply chain; and
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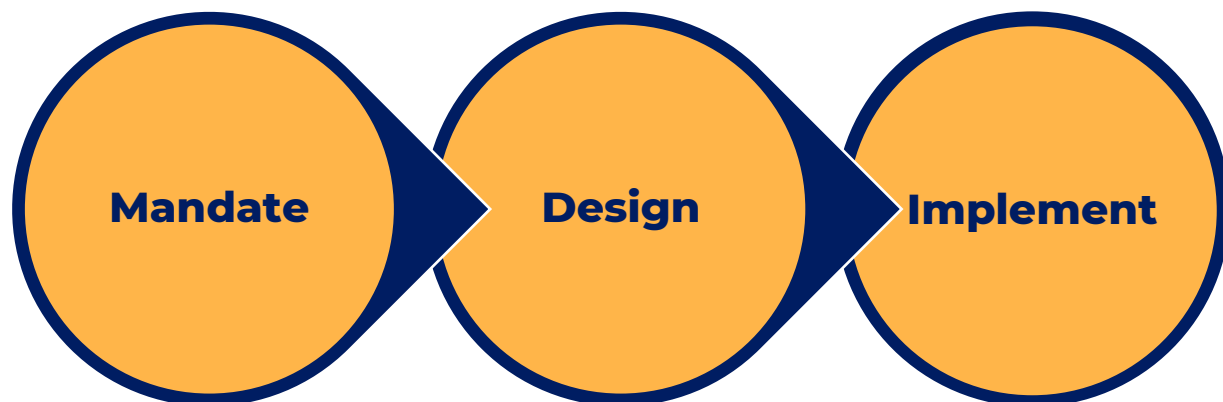
**Figure 1** Buy Social Canada Community Capital diagram.



A Community Benefits Agreement (CBA) is a legal agreement or a contractual requirement on construction, infrastructure, and development projects for specific social value outcomes like hiring, training, or procurement that ensures projects enhance social, cultural, environmental, and economic opportunities for and with community.

CBAs leverage project-related hiring and procurement activities to achieve positive social value outcomes and contribute to community, government, and organization strategic goals. Some goal examples include poverty reduction through good jobs; community resilience through enhanced local business and social enterprise purchasing; and corporate social responsibility through achieving environmental, social, and governance (ESG) priorities.

This Guide breaks down the Community Benefits Agreement process into three stages: Mandate, Design, and Implement.







## Mandate

Mandate refers to the authority to carry out a policy or course of action that directs the inclusion of community benefits. Community benefits can be included in public-sector projects (such as the development of a park on municipal land) or in private-sector projects (such as the development of condos on private land owned by a corporation or non-profit).

The mandate for a CBA may come from:

- A policy or framework which applies across multiple projects;
- Requirements in a bid for a specific project; or
- Negotiations between key stakeholders on a specific project including the community, project-owner, developer and/or general contractor.

## Framework or Policy

A CBA framework or policy provides the overarching structure and mandate to include community benefits on construction projects. It likely includes the following key elements:

- Applicability;
- Targets;
- Reporting requirements; and
- Compliance mechanisms.

The City of Vancouver, for example, has a [Community Benefit Agreements Policy](#) that applies to large-scale development projects with floor plans over 45,000 square meters. The City of Vancouver reserves the right to withhold building permits if set targets for employment and procurement are not met by the project owner, contractors, and operators. As of publication, this policy has triggered CBAs on three major developments.

## Bid Requirement

Community benefits can be mandated by the project owner through bid requirements during the contract procurement process.

Bid requirements can be included on projects independently of or derived from a framework or policy to ensure community benefits on individual projects or developments. The City of Winnipeg, for example, passed a [motion through City Council](#) to include community benefits requirements in future tenders for the North End Water Pollution Control Centre.

Bid requirements for community benefits can be more prescriptive, such as setting targets that must be met in the delivery of the project, or they can be more descriptive and have room for development and collaboration. A collaborative process could ask proponents to identify project-specific community benefits targets. Targets can then be co-designed and incorporate feedback from the owner and community.

The Comox Valley Regional District (CVRD) developed a new Water Treatment Facility with funding from Infrastructure Canada's [Community Employment Benefits \(CEB\)](#) initiative. The CEB requires that projects set and achieve targets to create employment hours for people from target groups. The [CVRD required bid proponents to propose a plan in their RFP responses](#) outlining how they would set and achieve employment targets. The CVRD also held meetings with each proponent to provide feedback and engagement on their plans.



Comox Valley Regional District Water Treatment Project.

Bid questions may ask about bidders' previous or current experience with creating and reporting on community benefits, or their plans to achieve social value outcomes. The evaluation of the bid requirements can be weighted or binary through a pass/failure model.

The bid requirements should include a description of the implementation expectations of the successful proponent including engagement and reporting requirements. Buy Social Canada recommends considering the inclusion of a Community Benefits Liaison to ensure the accuracy and success of reporting.

## Negotiation

A negotiated mandate is where community advocacy has driven the inclusion of community benefits on a project. CBAs can be negotiated as part of the approval of new development or infrastructure projects. Historically, CBAs in the United States, like the [Staples Centre in Los Angeles](#) and the [Nashville SC Stadium/GEODIS Park](#), have been negotiated with community as a signatory on the agreement. In Canada, the City of Toronto negotiated with One Toronto Gaming and successfully agreed to community benefits on the [Rexdale Casino Woodbine](#).

Advocating for community benefits to be included on projects is a tool to ensure community interests are represented and accounted for when new projects are proposed and approved. Community Benefits Networks or other types of community-based advocacy groups can be a formal signatory or have engagement requirements throughout the design and implementation process for the project. The Ottawa Community Benefits Network negotiated the signing of a CBA with Ottawa Community Housing Corporation. You can learn more about Community Benefits Networks in Appendix B.

The considerations involved in determining the role of community are outlined in the Community Involvement Matrix.



## **Design**

Design is the process to engage, determine and incorporate appropriate goals and targets for community benefits on a project. The following design elements can be established in a CBA policy or framework and applied across multiple projects or can be designed on an individual project-by-project basis through bid requirements or negotiations.

## **Engagement**

The design process should include different levels of engagement with groups outside of the organization issuing the mandate. We recommend involving representatives from the construction sector and the community. The degree of involvement of each will depend upon the project mandate, goals, scope, and capacity to engage.

## **Construction Sector Involvement**

We recommend that stakeholders from the construction sector are engaged to provide industry context as community benefits are designed. This engagement can help with establishing community benefit outcome goals that are both aspirational and achievable within the industry and market context. Some examples of stakeholders to engage with are regional construction associations and construction trade unions, as well as project-specific potential bidders and/or the winning bid proponent.





Marc Soberano (Building Up), Anne Jamieson (Social Enterprise Council of Canada), Paul Chamberlain (United Way GTA), and Murwan Ali (Infiniguard) at a Buy Social Canada Social Enterprise Trade Show in Toronto, ON.

## Community Involvement

The degree of community involvement will vary across different approaches to community benefits in construction. The level of involvement can range from having community as a signatory on a legal agreement to conducting informational engagement sessions. We encourage all community benefits in construction projects to work with community as much as possible to ensure outcomes align with community goals and opportunities.

Having community as a signatory on a Community Benefits Agreement can be an important part of both historical and present practices. The definition of a CBA used in the Guide acknowledges models that don't have community as a formal partner but are designed to benefit community, and as such need to have community involvement in some way.

Determining the level and type of community involvement must consider the trade-off between resource allocation and aligning with community goals. In general, project-specific targets and increased community involvement improves alignment with community goals. However, project-specific targets may limit the scalability of the mandate across additional projects, which incurs additional resources. Similarly, increasing the level of community engagement increases the degree of stakeholder management, which also increases the required resources.

At a minimum all community benefits project should incorporate the following community involvement best practices

- Community Engagement Sessions
- Regular convenings of a Community Benefits Network or similar group
- Use of projections tools to plan opportunities



## Community Involvement Matrix

Factors that may affect the level and type of community involvement include:

Mandate Type	Framework or Policy		Bid Requirement or Negotiated	
	Prescriptive targets that are set across all projects.	Descriptive options for targets that can be customized for each project.	Project specific targets that incorporate <b>community engagement</b> .	Project specific targets with <b>community as a signatory</b> .
<b>Benefits</b>	<ul style="list-style-type: none"> <li>Clear and consistent expectations that do not need to be revisited on each project.</li> </ul>	<ul style="list-style-type: none"> <li>Community input on project targets can be customized to each projects location, goals and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Community input on project targets can be customized to each projects location, goals and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Community is at that table with a high level of ownership over the targets selected.</li> <li>This type will likely require public reporting.</li> </ul>
<b>Challenges</b>	<ul style="list-style-type: none"> <li>There is no mechanism for project specific considerations.</li> <li>The targets apply to all projects within applicability scope.</li> </ul>	<ul style="list-style-type: none"> <li>Requires resource allocation for each additional project to conduct engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Requires resource allocation for each project to conduct engagement.</li> </ul>	<ul style="list-style-type: none"> <li>Requires resource allocation for each project to conduct engagement.</li> <li>Additional signatories may increase the complexity of managing stakeholders during implementation.</li> </ul>

## Design Support

### Community Benefits Liaison

A Community Benefits Liaison is a specific role that can support the successful design of community benefits on a project. Having a dedicated internal or external resource person ensures that community benefits do not fall off the side of someone's desk and the project team has the support and expertise needed to achieve the community benefits targets.

The Community Benefits Liaison is often a third party, external to the project owner and the contractor, to bring specialized skills and provide an impartial analysis of the community benefits design. It is also possible for the Community Benefits Liaison role to be held by a staff person with the owner or internally with the contractor.

The Community Benefits Liaison role responsibilities in the design phase can include:

- Advise on project-specific community benefit targets;
- Community engagement and relationship building;
- Outreach to potential suppliers;
- Prepare key project tools including projection and reporting tools, surveys, and questionnaire; and
- Provide project team orientation and on-going training and coaching.

For more information on how Buy Social Canada can support the successful implementation of CBAs, including the responsibilities of the Community Benefits Liaison, please see the Implement section.

## Applicability

It is important to determine when a Community Benefits Agreement should be included in a project, or its *applicability*. To do this, the specific conditions or factors that determine whether a CBA applies to a project needs to be defined.

The CBA mandate applicability or decision to include community benefits on a project should occur as early as possible in the planning process. This helps to ensure community benefits are incorporated in the development process including the bid process, project design, and community engagement. Early and clear communication of community benefit expectations of all parties is helpful for successful implementation.

The applicability structure can depend on the type of mandate. For policy or framework mandates, applicability is the point which causes community benefits to be included or considered for a project.

This could be related to any of the following:

- Project budget;
- Project funding;
- Project location;
- Project size; or
- Permits and rezoning.

For project-specific mandates, applicability is the decision to include community benefits considerations through bid requirements or negotiations.

## Targets

Community benefit targets should align with community strategic goals, such as creating an inclusive workforce or strengthening the local economy. The target itself is the number or percentage assigned to the community benefits metric or unit. This numeric target combined with the community benefits metric represents a specified community benefit.

### Prescriptive or Descriptive

The design of CBA targets can be either a prescriptive or descriptive process, depending on the mandate source and construction management model.

When targets are prescriptive, they are often specified by the organization issuing the mandate. It is then up to the owners or developers of the construction project to execute and meet the targets prescribed to them. It is recommended that the design process of prescriptive targets considers baseline demographics of the relevant labour markets and business market.

When targets are descriptive, they are designed collaboratively with the organization issuing the mandate and the owner or developer, often including the participating contractors and relevant community stakeholders. Selecting project-specific targets through a collaborative process may be more intensive when it comes to time and resources, but the result is improved stakeholder buy-in and ownership of the CBA targets. The descriptive target design process is a key benefit for projects with a collaborative construction delivery model such as Integrated Project Delivery (IPD).

### Definitions

It is important to establish consistent and clear language when setting community benefits metrics and targets. Definitions should be determined when designing the mandate. This ensures that the data submitted across parties is consistent, and avoids confusion when CBAs move into implementation. Some examples of important terms to define that may be included in the metric language include equity-deserving group, diverse-owned business, local business, small business, and social value supplier.

The definition of social enterprise is shared below and should not be adjusted. This definition has been developed based on international best practices and advocacy. Buy Social Canada certifies businesses who meet this definition and who prioritize community impact over shareholder wealth.

**A social enterprise is a business that sells goods or services, embeds a social, cultural or environmental purpose into the business, and reinvests the majority of profits or surplus into its purpose.**



Certified Social Enterprise: Mission Possible.

## Metrics

Community benefits metrics correspond to a related target. The metric is the unit of measurement that will be sought, measured, and reported on in a community benefits project. Metrics output a numeric value and can include, but are not limited to:

- Number of employees from a particular target group;
- Number of employee hours from a particular target group;
- Number of contracts from social enterprises and other types of social value suppliers; and
- Dollar value of spend with social enterprises and other types of social value suppliers.

## Best Efforts

It is helpful to incorporate some level of flexibility when it comes to designing targets. If community benefit targets are not achieved, contractors can report on their best efforts. Best efforts are defined as demonstrating an exhaustive effort to achieve targets as per the CBA with clearly demonstrated reasons as to why these were unachievable if not fulfilled. This can include qualitative outcomes not captured by the reporting metrics, information on how supply chain and labour constraints were attempted to be addressed, and learnings on how greater outcomes could be achieved in the future.

## Bid Process

When a project owner incorporates community benefits in a project, the requirement needs to be clearly communicated and laid out in the project bid process for the contractor to incorporate in the project. Community benefits within a procurement bid can take any of the following structures:

- A requirement in a price-based tender or contract;
- Weighted criteria to evaluate response quality and/or commitment to specific community benefits; or
- A two-stage bid process with requirements and weighted evaluation at different stages.

## Accountability

When a project has community benefits in the bid process there is a risk that the community benefits may not be achieved. Some of the reasons could be external to the project team, such as unforeseen labour or supplier challenges. But the contractor needs to make a concerted effort (or best effort!) to achieve the community benefit targets.

There are several ways to design accountability of community benefits commitments and requirements. CBAs can be designed to include penalty mechanisms, such as the withholding of building permits or fines, or they can include financial incentives, such as bonuses or funding. Transparency can also be leveraged to ensure accountability through the requirement of regular and public reporting.

## Reporting

Reporting on the data and outcomes of community benefits in construction is central to the entire process. Since the goal is to increase specific outcomes on projects, these community benefits must be tracked, measured, and reported on. There are several considerations when designing the reporting process for a CBA: the collection method, how often data is reported, who will report on the project, the collection of qualitative stories, compliance with personal data privacy laws, and the reporting audience.



## Collection Method

Data can be collected through surveys, spreadsheets, or customized software. Make the data collection process as smooth, clear, and streamlined for the user to minimize the administrative burden.

## Frequency

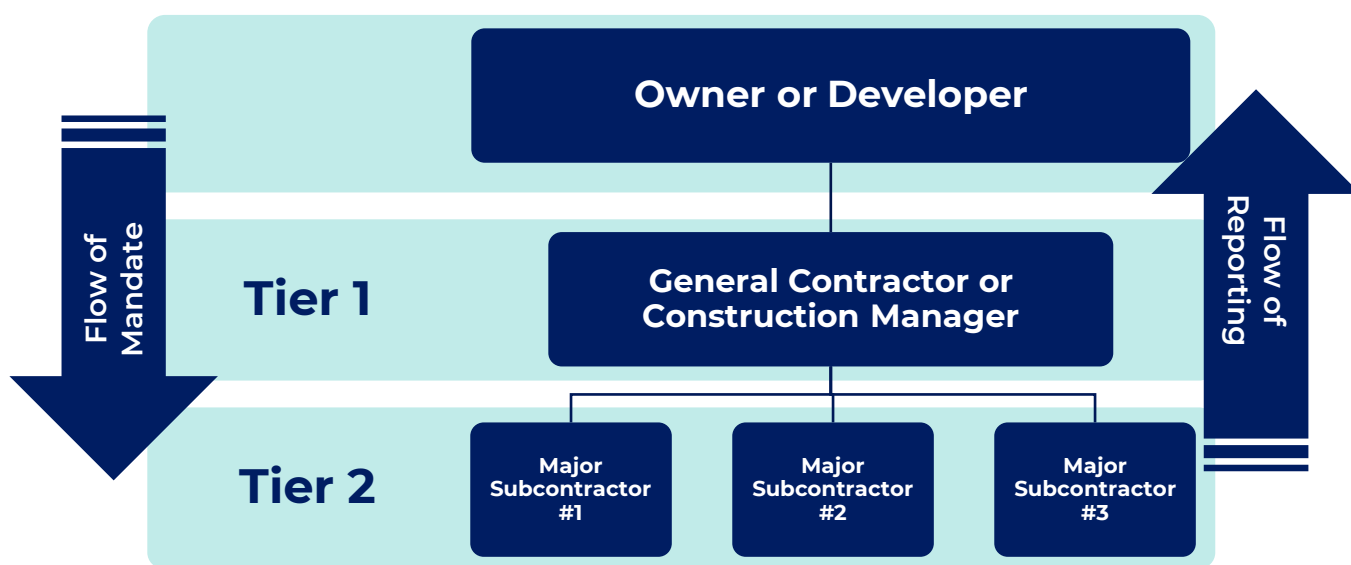
The frequency that reporting is required must be determined, which will affect the reporting time needed from participants submitting data. It is recommended that the frequency and extent of data detail collected is proportionate to the project size and reporting participant capacity.

## Who Reports

It is recommended that not only the project owner or developer provide reporting data, but also the general contractor, designer, engineer, architect, construction managers, and subcontractors. This is to ensure that as many community benefits are captured as possible.

If subcontractors are required to submit reporting, it is recommended that a financial threshold is established so subcontractors with contracts appropriately scaled relative to the project supply chain are required to participate in reporting.

**Figure 2** Mandate and Reporting Flowchart.



## **Qualitative Stories**

Reports can include qualitative stories not captured by the reporting metrics, information on how supply chain and labour constraints were attempted to be addressed, and learnings on how greater outcomes could be achieved in future.

## **Privacy**

Another consideration for reporting is related to the privacy of the reporting data. It is important to consider to what extent data is shared amongst stakeholders and how the data will be stored.

## **Audience**

Consider who the reporting data and summary reports will be shared with. A project can have a working group that receives quarterly updates on reporting and projections which helps with community benefits implementation. This data could be shared with the community benefits network or other community group to provide an update on community benefits progress.

We recommend that an annual report and project summary report is shared publicly to recognize what has been accomplished and share learnings to support future community benefits implementation success.



## Implement

Implementation includes the activities and processes that are needed for community benefits to be realized on a project. This is where the groundwork from the mandate and design sections sets the stage for action. This section will review the following components recommended for successful CBA implementation:

- Training;
- Reporting;
- Community engagement;
- Supplier outreach; and
- Communications.

## Implementation Support

### Buy Social Canada CBA Liaison

Buy Social Canada has developed a package of support services to ensure the successful implementation of CBAs and social procurement targets in construction. The following services for CBA Liaison support also satisfy **Independent Third-Party Monitor** requirements on certain projects:

- Deliver team orientation and training;
- Support the project owner, developer, general contractor, and key subtrades;
- Liaise with key stakeholders;
- Attend a project specific working group or similar meeting and present monthly reports;
- Support development and use of tools to gather data and report on targets;
- Facilitate connections with employment agencies, suppliers, and other community organizations; and
- Support with annual reporting.

## Training

The successful implementation of community benefits in construction must include initial and ongoing training and education for those executing the CBA. These processes are evolving so training ensures all project participants have the capacity and knowledge needed to support community benefits.

Through training, we can address pre-conceived concerns about social procurement and diverse hiring. Construction projects can be a revolving door of new trades and stakeholders throughout the lifetime of the project. Defining commonly used terms establishes a mutual language for all parties to communicate and learn from one another. Establish a process for onboarding new parties to ensure community benefits implementation is consistent and sustained.



Buy Social Canada social procurement training session.

## Reporting

To ensure accountability and outcomes, the submission and presentation of reporting must be both accurate, convenient, and consistent.

## Tools

We recommend that common tools are developed to support the collection, aggregation, and presentation of reporting data.

Examples of tools include:

- Spreadsheets or software platforms to input data;
- Supplier surveys;
- Employee surveys;
- Bid language templates; and
- Supplier and employment agency directories.

## Projections

We recommend that projects not only report on procurement and/or employment activities that have already occurred on the project, but also report on projections or forecasts for upcoming activities. Projections allow the project to plan, identify opportunities, and engage with community and suppliers early. The submission of projections can be considered a contribution towards best efforts.

## Working Groups

It is common practice that reporting is presented at regular working group meetings, attended by the owner, developer, general contractor, sub-contractors, and the Independent Third-Party Monitor or Community Benefits Liaison. These working groups provide a space for challenges, successes, and resources to be shared.

## Annual Reports

Committing to an annual report is a common method to create regular accountability to the mandate source. It is recommended that these reports are also made public, which can leverage transparency as an additional accountability mechanism.

## Community Engagement

The intention of a Community Benefits Agreement is to serve community goals, so community needs to be involved in the implementation of the CBA. Engage community early and often during the implementation process to create and strengthen relationships between community and project stakeholders. Collaboration with community beyond the mandate and design stages will provide support for those executing the CBA to identify solutions to challenges and achieve targets.





Buy Social Canada Social Value Trade Show for the construction sector in Vancouver, BC.

## Community Benefits Networks

A common method for CBA community engagement is via regular meetings or roundtables with community stakeholders and those executing the CBA. These meetings can be convened via a community benefits network and facilitated by a community advocacy group local to the construction project. Community benefits networks offer a space for collaboration and accountability amongst the parties creating community benefits and those representing the communities receiving the benefits. Please see Appendix B for a list of active Community Benefit Networks their scopes.

## Benefits Beyond Targets

Engagement with community offers projects the opportunity to report on community benefits that may not be captured by the targets and metrics set by the CBA. For large scale construction projects, individual hiring and procurement success stories are often hard to illustrate in percentages of total project spend or employment.

Build relationships with the community beneficiaries of CBAs to allow for better collection of qualitative stories around employment and purchasing. It is important that these stories are compiled and reported back to community in the annual report, project specific working group, Community Benefits Networks, and similar spaces involving a diversity of community representatives.

## Supplier Outreach

A common concern on projects with a CBA is that labour pools and supply chains are too constrained to meet the desired outcomes related to employment, apprenticeship, and purchasing. A successful CBA implementation requires outreach to employment agencies with access to new labour pools and social value suppliers.

### Employment Agencies

Employment agencies, including non-profit organizations and government programs, have access to skilled and unskilled labour pools. These agencies often provide employment supports to ensure the successful long-term employment of their clients, while also mitigating costs to employers. These supports can include but are not limited to wage subsidization, grants for training and apprenticeships, or one-on-one coaching.

Educating employers on the benefits of working with employment agencies and facilitating connections between them not only supports community benefits outcomes, but also builds relationships that can last beyond the timeframe of the CBA project.

Buy Social Canada facilitates an employment opportunities in construction meetings for the implementation of the [City of Vancouver's Community Benefit Agreements Policy](#). The space welcomes developers, general contractors, trades, union representatives, and employment agencies from across the project region to meet each other and discuss project opportunities.

## Communications

Communicating both the success and challenges of CBA implementation ensures that all outcomes and learnings are accounted for.

### Data Visualization and Story Telling

It is recommended that data is visualized in an accessible format for all audiences. Effective communication also pairs quantitative reporting with qualitative storytelling. Individual stories of success, and quotes from those involved in the success, motivates construction partners executing the CBA and community advocating for benefits.



## Conclusion

Construction projects shape the physical infrastructure of our communities. They are also an opportunity to shape the social, human, cultural, and economic capital that communities need to thrive. Community benefits are about cultivating the opportunities construction projects bring to develop our communities in ways that are equitable, resilient, and sustainable.

Even the smallest action, such as choosing a caterer or asking about apprenticeships, can have ripple effects that grow into meaningful change. Embrace a learning mindset, take small steps and we can transform the way we approach construction, infrastructure, and development projects. We encourage readers to start small and be prepared to learn and adapt through the mandate, design, and implement stages of community benefits in construction.

This Guide will help you to navigate the intricacies of community benefits in construction. The strategies outlined can support you to work collaboratively, engage stakeholders, set clear goals, and make a commitment to transparency and accountability. For further learning, Appendix A contains additional resources, and Appendix B provides examples of community benefit policy and frameworks.

Together, we can build more than just buildings and bridges; we can build thriving, healthy communities that benefit from construction long after the last hammer swings. Let's embark on this journey together and pave the way for a brighter future through community benefits in construction.

# Appendix A: Additional Resources

This appendix includes additional reports, articles, and guides related to community benefits in construction. For additional literature, please see Section 3: Policy and Literature Review in [Buy Social Canada's Voices of Industry: A Paradigm Shift in CBAs](#).

## Buy Social Canada Resources

- [Guide to Social Procurement in Construction and Infrastructure Projects](#)
- [Voices of Industry: A Paradigm Shift in CBAs](#)
- [Social Value Menu for Goods and Services](#)
- [Buy with Impact: Social Procurement in Canada 2022 Report](#)
- [Sell with Impact: Stories and Research from the Canadian Social Enterprise Sector](#)
- [Blog Post: City of Vancouver CBA Policy boosts construction sector impact on local projects](#)

## Looking for tailored support?

Buy Social Canada has been engaged in community benefits in construction policy and practices for over a decade. We offer [tailored support services](#) and expertise to mandate, design, and implement community benefits in construction.

We believe that the collective effort of leveraging social value from purchasing has a powerful and positive ripple effect on our communities and community benefits construction are a major opportunity to harness purchasing power and support healthy thriving communities.

Contact [info@buysocialcanada.com](mailto:info@buysocialcanada.com) to find out how we can support your project.



# Appendix B: Policy and Frameworks

The following section includes examples of international and Canadian federal, provincial and municipal examples of community benefit policy, programs, and frameworks. It includes examples of community benefits projects and Community Benefits Networks in Canada. The significant and quick growth in adoption and implementation of community benefits in construction across governments and communities is of note. Social procurement and sustainable procurement have not been included but can be found in the Appendix A: Jurisdictional Scan in [Buy Social Canada's Buy with Impact: Social Procurement in Canada 2022 Report](#).

If you don't see your organization's policy or framework listed below, please reach out to [info@buysocialcanada.com](mailto:info@buysocialcanada.com) to be considered for subsequent editions.

## Canada

### Federal

- [Infrastructure Canada \(INFC\): Community Employment Benefits](#)

### Provincial

- [Ontario Infrastructure Jobs and Prosperity Act](#)
- [Ontario Metrolinx Community Benefits Framework](#)
- [Infrastructure BC Enhanced Inclusion and Development Agreement](#)

### Municipal

- [City of Brampton Community Benefits Policy](#)
- [City of Toronto Community Benefits Framework](#)
- [City of Vancouver, Community Benefits Agreements Policy](#)

### Community Benefits Networks and CBA Examples

- [City of Hamilton – Community Benefits Network](#)
- [City of Ottawa – Community Benefits Network](#)
- [City of Toronto and One Toronto Gaming, Rexdale Casino Woodbine](#)
- [City of Vancouver - Exchange Inner City Community Benefit Network](#)
- [City of Winnipeg - North End Water Pollution Control Centre](#)
- [Manitoba - East Side Road Authority Community Benefit Agreement](#)
- [Peel – Community Benefits Network](#)
- [Toronto Community Benefits Network \(TCBN\)](#)
- [Windsor Essex – Community Benefits Network](#)

# International

## Australia

- [New South Wales Commitment to the Construction Sector](#)
- [Sydney Metro Social Impact Project](#)

## Scotland

- [Community Benefits in Procurement](#)

## United States

- [Figueroa Corridor Coalition for Economic Justice and Anschutz Entertainment Group, Staples Centre](#)
- [Stand Up Nashville and Nashville Soccer Holdings, Nashville SC Stadium/GEODIS Park](#)





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Procurement  
Leaders**

## **Get in Touch**

Have some questions or need information on how you can be involved or how our services can support your social enterprise or social procurement efforts? Reach out and connect with us.

[Info@buysocialcanada.com](mailto:Info@buysocialcanada.com)