

COMMUNITY BENEFITS AGREEMENTS

Another tool in the CSR Toolbox.

Evolution of CSR- My view

- None of our business
- Good PR
- Good for the Brand
- Good Corporate Citizen
- Good for our employees
- Good for us...if we don't engage we will lose business
- Good for "All of us" - Shared Value—Social Purpose

DEFINITIONS

- SOCIAL PROCUREMENT:

“Leveraging Value from your existing procurement...much more than a financial transaction, it is a tool for building healthy communities”

“Encourage a shift towards procurement based on achieving multiple outcomes in addition to maximizing financial value...combines the instrumental activity of procurement with the strategic intent of generating social value.” J. Barraket

What are Community Benefits Agreements?(CBAs)

- CBAs are legally-binding contractual agreements negotiated between a community coalition and developers and/or public institutions to insure that impacted residents can share the benefits of a development without having to fear displacement.
- The movement for CBAs centres the voices and interests of communities at the intersections of land use planning, urban growth, and public policy decisions.
- CBAs leverage public and private investments in communities to create decent work, affordable housing, and social infrastructure that improve the quality of life for all community members.

What does this look like?

- Parkdale CBA Framework:
 1. Equitable Process – development without displacement, participatory planning, equity impact studies, inclusionary zoning
 2. Affordable Housing – housing as a human right, creation and preservation of deeply affordable units, stronger housing and rent control policies
 3. Affordable commercial – creation/preservation of affordable commercial space for small business/social enterprises/co-ops
 4. Decent work – diversity, social procurement, equity hiring
 5. Community assets – community space for health, food security social and natural infrastructure

Why do you need to understand all of this?

- Federal Level: Private members Bill (C-227) that would allow (but not require) the government to collect information on community benefits from contractors who bid on federal contracts. + Procurement Strategy for Aboriginal Business since 1996.
- Provincial Level: “Infrastructure for Jobs and Prosperity | Act (2015). Promotes community benefits through spending on infrastructure such as job creation and training opportunities/ improvement of public space within the community
- Municipal Level: To have a Social Procurement Program and SP Policy that authorizes staff to consider supply chain diversity and workforce development in procurement decisions.

Where do we need to go?

“Those at the frontier of CSR are continuing to innovate at the edges. They took the principles of CSR more holistically into the business model. Now we call this the ‘**social purpose**’ of the company. In doing so, it takes it from something that a CSR manager would do to something that the board and senior leaders do.”

Cora Strandberg

Shared Value

- ***Shared value is not social responsibility, philanthropy, or sustainability, but a new way for companies to achieve economic success.*** Michael E. Porter and Mark Kramer, "[Creating Shared Value](#)," Harvard Business Review
- Shared value is a management strategy in which companies find business opportunities in social problems. While philanthropy and CSR focus efforts focus on "giving back" or minimizing the harm business has on society, shared value focuses company leaders on maximizing the competitive value of solving social problems in new customers and markets, cost savings, talent retention, and more.
- More companies are now building and rebuilding business models around social good, which sets them apart from the competition and augments their success. With the help of NGOs, governments, and other stakeholders, business has the power of scale to create real change on monumental social problems.