

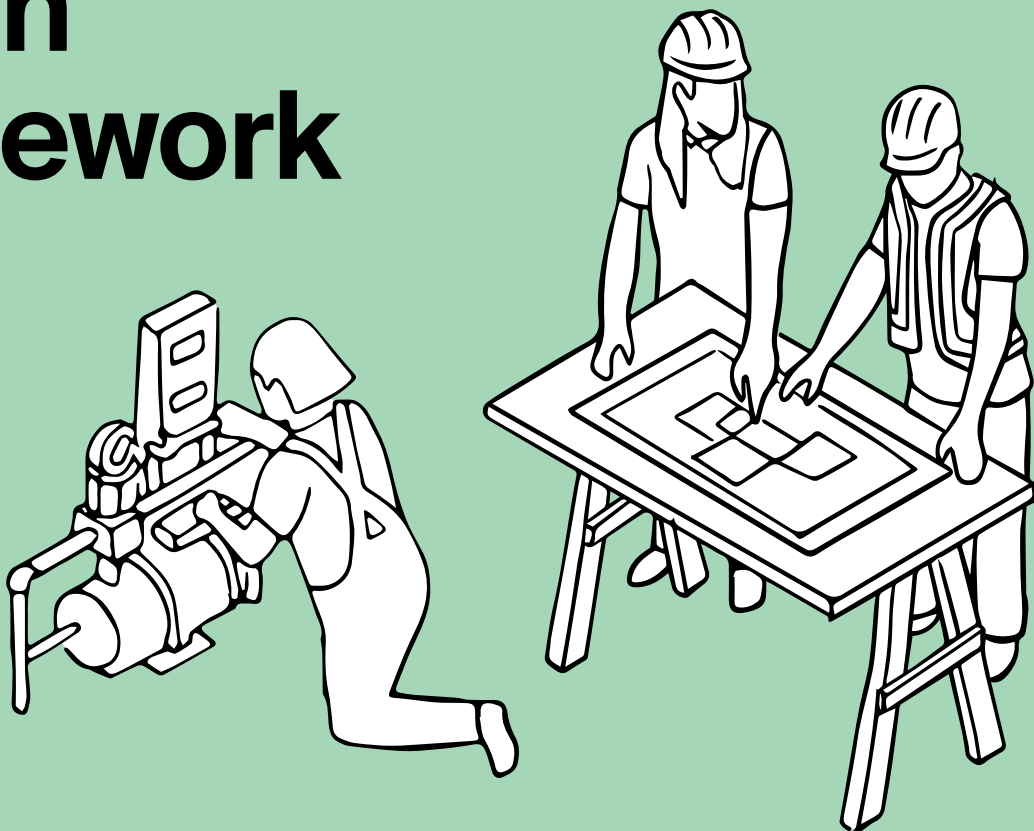
**Parkdale  
Neighbourhood  
Land Trust**

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**Neighbourhood  
Land Trust**

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# **Social Procurement and Sustainability Action Framework**



**Full Report  
Version 1  
September 2022**

**An outcome-oriented action plan for community economic development,  
decent work, increased sustainability, and climate resilience.**

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# Introduction

The Parkdale Neighbourhood Land Trust (PNLT) and its charitable arm, The Neighbourhood Land Trust (NLT), collectively referred to in this report as the Land Trust, has reached a transformative moment in its organizational history as a rapidly growing community land trust (CLT). Over the past nine years, the Land Trust has mobilized to bring 84 properties under community-ownership, with a total of 204 units of affordable rental housing. The Land Trust's portfolio now includes the urban agricultural hub at 87 Milky Way, 1 formerly at-risk 15 unit rooming house, 1 formerly at-risk 36 unit apartment building, and a scattered social housing portfolio of 81 single family homes and small buildings across the west end of Toronto, recently acquired from Toronto Community Housing Corporation.

This expanded portfolio will require ongoing repairs and improvements to ensure all homes are maintained in a state of good repair (SOGR) for tenants. For the Scatter Home Portfolio in particular, the Land Trust is uniquely positioned with a fully budgeted, five-year capital repair and improvement plan to lead a necessary investment of more than \$22M.

Through investments such as this, the Land Trust has a unique opportunity to improve the living conditions for tenants within its permanently affordable homes while simultaneously producing important community benefits including community economic development, decent work, increased sustainability and climate resilience.

The **Social Procurement and Sustainability Action Framework** is an outcome-oriented action framework for achieving these interconnected community benefits, through the intentional management of the Land Trust's 84 property portfolio of community-owned assets. The framework builds on the Land Trust's Strategic Plan (2021) to provide specific strategies, data and metrics, targets, and outcomes in four key impact areas. These include:

## **Impact Area 1:**

### **Community economic development**

Inclusive economic opportunities for local community members, businesses and social enterprises

## **Impact Area 2: Decent Work**

Low-barrier income generating employment opportunities for community members

## **Impact Area 3:**

### **Environmentally responsible buildings**

A sustainable approach to the construction, renovation, repair and management of properties

## **Impact Area 4:**

### **Community climate resilience**

Communities are safe and protected from extreme weather and other climate impacts, and benefit from climate solutions



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These impact areas were identified through the review of past community planning documents, engagement of members and key partners, as well as literature reviews on the topics of social procurement and environmental sustainability. Summaries of this research have been included in the main report to act as a resource during the implementation period.

These community benefits will be achieved by developing and strengthening partnerships, policies and plans, and in particular those which relate to procurement, to ensure they align with the Land Trust's principles and values. By integrating a values approach to partnerships centred on the decommodification of housing, rooted in economic democracy, and focused on racial and climate justice, the Land Trust will play a leadership role in building economic alternatives centred on community wellbeing. By modelling these practices, the Land Trust will generate valuable learning for housing, environmental, and community development sectors in Toronto and beyond.

This framework has been ratified by the community-elected Board of Directors of the Land Trust, and staff have been directed to collaborate with partners and volunteer committees to implement over the next 5 years. The successful implementation of this framework will take the concerted effort of all parties. In sharing this framework with tenants, community members, partners and government, it is hoped that all parties will contribute to the implementation of this important plan.

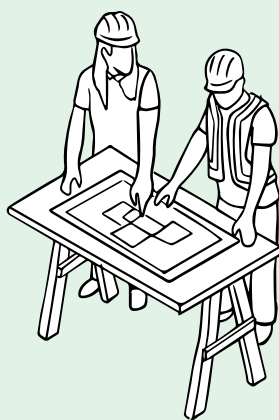
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# Social Procurement and Sustainability Action Framework

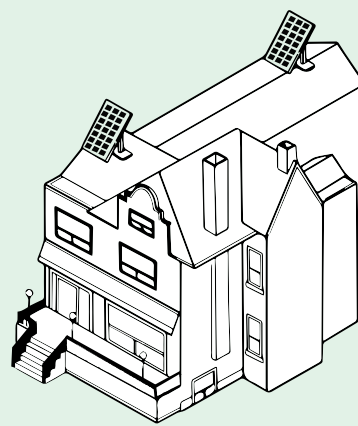
The Social Procurement and Sustainability Action Framework is an outcome-oriented action plan to manage and improve the Land Trusts affordable housing portfolio in a manner that will produce important community benefits including community economic development, decent work, increased sustainability and climate resilience. We believe the Land Trust's goal to preserve safe, secure and adequate affordable housing should be considered together with the broader collective aim of supporting economic democracy, racial and climate justice.



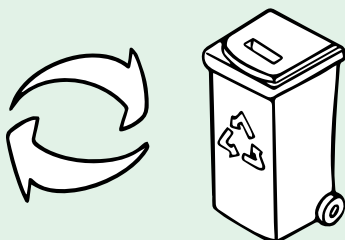
**Impact Area 1:**  
**Community economic**  
**development**



**Impact Area 2:**  
**Decent Work**



**Impact Area 3:**  
**Environmentally**  
**responsible buildings**



**Impact Area 4:**  
**Community climate**  
**resilience**

Parkdale residents celebrate Parkdale Solidarity Flag Mural Launch, 2016.

## Impact Area 1: Community economic development

### Inclusive economic opportunities for local community members, businesses and social enterprises

Connections to Sustainable Development Goals (SDGs):

GOAL 8: Decent Work and Economic Growth, GOAL 10: Reduced Inequality

GOAL 12: Responsible Consumption and Production,

GOAL 10: Reduced Inequality



Strategies	Data / Metrics	Targets	Outcomes & Rationale
<p><b>1.1</b> Develop a Social Procurement Policy, which includes a commitment to supplier diversity and local purchasing</p> <p><b>1.2</b> Engage in outreach activities to develop a list of preferred vendors that identifies areas of expertise with vendors that share alignments with social procurement objectives</p> <p><b>1.3</b> Adapt scope of contracted work (e.g. RFPs) to encourage social procurement (e.g. unbundling and sub-contracting)</p> <p><b>1.4</b> Evaluate RFP bids and other submissions for potential contract awards through social criteria that considers the weight (%) relative to other criteria such as price, quality of past work, experience of team members, etc.</p> <p><b>1.5</b> Develop Innovative Partnerships with social enterprises, non-profits, and/or co-operatives for direct award of work that can be efficiently accomplished and achieve social procurement outcomes</p>	<p>\$ procured from, # and description of contracts awarded to organizations that are:</p> <ul style="list-style-type: none"> <li>• Non-profits, social enterprises, or co-operatives,</li> <li>• Led by and/or who hire the following equity deserving groups:</li> <li>• Indigenous people</li> <li>• Black, and racialized individuals</li> <li>• Newcomers, immigrants, or refugees</li> <li>• People living with disabilities</li> <li>• 2SLGBTQI+ individuals</li> <li>• Individuals living on a low-income and/or with experience being underhoused</li> <li>• Women and gender diverse individuals</li> <li>• Decent work, living wage employers, or</li> <li>• Owned by, led by, or employing local residents</li> </ul>	<p><b>2021-2022:</b> 1-2 enterprises that fit the social procurement criteria contracted by The Land Trust</p> <p><b>2021-2025:</b> 30% of the monetary value of construction contracts signed for the Scatter Home portfolio are provided to social contractors (i.e. enterprises that fit the social procurement criteria)</p>	<p>To advance community wealth building by leveraging the Land Trust's purchasing power along with its wealth of relationships and partnerships in the community to intentionally focus on working with organizations led by and/or who hire equity deserving groups and individuals</p>

## Impact Area 2: Decent work

### Low-barrier income generating employment opportunities for community members

Connections to Sustainable Development Goals (SDGs):

GOAL 1: No Poverty

GOAL 8: Decent Work and Economic Growth

GOAL 10: Reduced Inequality



Strategies	Data / Metrics	Targets	Outcomes & Rationale
<p><b>2.1</b> Become a Decent Work Champion (e.g. commit to the Ontario Nonprofit Network's Decent Work Charter, get certified as a living wage employer)</p> <p><b>2.2</b> Form innovative partnerships to contract work from preferred vendors that specialise in social hiring and training programs</p> <p><b>2.3</b> Engage in outreach activities to share training opportunities with surrounding communities to maximize opportunities for local residents</p> <p><b>2.4</b> Develop job call distribution protocol that ensures that job calls released by the Land Trust and its housing partners are distributed throughout the local community, including key community spaces and grassroots networks</p> <p><b>2.5</b> Work with Housing Partners to ensure that property management, maintenance and cleaning staff employed directly by Housing Partners to work on Land Trust property have living wages.</p>	<p># &amp; description of partnerships with social hiring &amp; training programs / organizations</p> <p># &amp; description (maintenance, construction, etc.) of local jobs created that have hired equity-deserving people with living wages</p>	<p><b>2021-2022:</b> 1-2 partnerships established with employment service provider(s) and or alternative community partner(s), resulting in employment generation and skills development for equity-deserving groups</p> <p><b>2021-2025:</b> Approximately 50 trainees work on construction projects on Land Trust properties over the first 5 years</p> <p><b>2021-2025:</b> Approximately 20 community members work in roles related to property maintenance and or cleaning in Land Trust properties</p>	<p>To build community capacity, and job pathways and opportunities for equity-deserving people, through collaborating with training, education, and supportive programs</p>

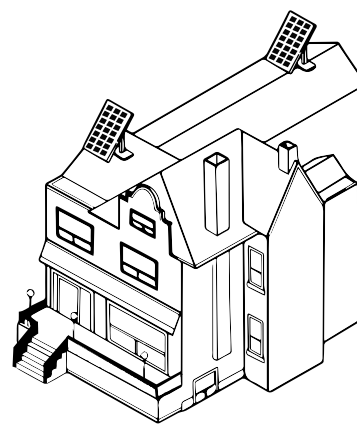
## Impact Area 3: Environmentally responsible buildings

### A sustainable approach to the construction, renovation, repair and management of properties

Connections to Sustainable Development Goals (SDGs):

GOAL 11: Sustainable Cities and Communities

GOAL 12: Responsible Consumption and Production



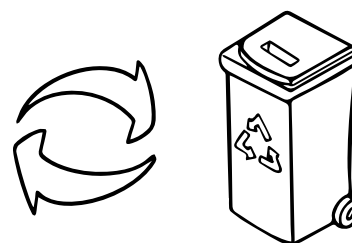
Strategies	Data / Metrics	Targets	Outcomes & Rationale
<p><b>3.1</b> Form partnerships with organizations that are knowledgeable and experienced in environmentally responsible building practices</p> <p><b>3.2</b> Develop a decision-making process to consider both monetary and non-monetary cost-benefit analysis for both planning and implementation of all Capital Projects</p> <p><b>3.3</b> Undertake energy auditing for all buildings and identify retrofit measures to reduce energy and emissions</p> <p><b>3.4</b> Develop Capital Improvement Plans, which include a data management plan to capture key performance metrics, for all properties that include retrofit measures</p>	<p># and description of renovations made that reduce energy use and emissions and/or increase other sustainability measures</p> <p>Annual tracking of progress through these renovations:</p> <ul style="list-style-type: none"> <li>• % of energy reduction</li> <li>• % of greenhouse gas emissions reduction</li> <li>• \$ in operational savings</li> </ul> <p># of renovations made to improve tenant health, well-being and comfort</p> <p>\$ spent on enterprises with climate and/or environmental goals/focus</p>	<p>25% - 45% reduction in both energy use and greenhouse gas (CO<sub>2</sub>e) generation (based off 2021 energy audit estimates) within the five-year plan</p> <p>20% of Capital Projects undertaken in the first 5 years are related to measures to reduce energy consumption and emissions</p>	<p>To align building improvements with organizational goals to contribute to building stronger, healthier, more equitable, climate-friendly and climate-resilient communities</p> <p>To improve tenant health and well-being by increasing thermal comfort and reducing environmental hazards in their homes</p>

## Impact Area 3: Environmentally responsible buildings

Strategies	Data / Metrics	Targets	Outcomes & Rationale
<p><b>3.5</b> Secure targeted funding and financing to support retrofit measures</p> <p><b>3.6</b> Implement retrofit measures to reduce energy and emissions, as well as to improve tenant health, well-being, and comfort</p> <p><b>3.7</b> Coordinate training and information sessions that involve tenants, maintenance staff, partners, and volunteers in knowledge sharing on best practices for care and maintenance of buildings for improved environmental performance and comfort</p> <p><b>3.8</b> Evaluate quotes and bids based on the extent to which the product or service is “environmentally friendly.” Environmental criteria may include:</p> <ul style="list-style-type: none"> <li>• Energy and emissions reduction</li> <li>• Embodied carbon</li> <li>• Circular economy and waste reduction</li> <li>• Waste management practices</li> <li>• Green infrastructure and ecosystem improvement</li> </ul>	<p>Description of low-carbon building materials and measures utilized to consider embodied carbon and circular economy</p> <p># of gallons of water per occupant</p> <p># and % of buildings with full range of accessible waste diversion services (recycling, organics, household waste, etc)</p> <p># of cubic yards per household waste per year (measured via garbage bin size, billed three times per year or monthly if multi-residential building)</p>		

## Impact Area 4: Community climate resilience

**Communities are safe and protected from extreme weather and other climate impacts, and benefit from climate solutions**

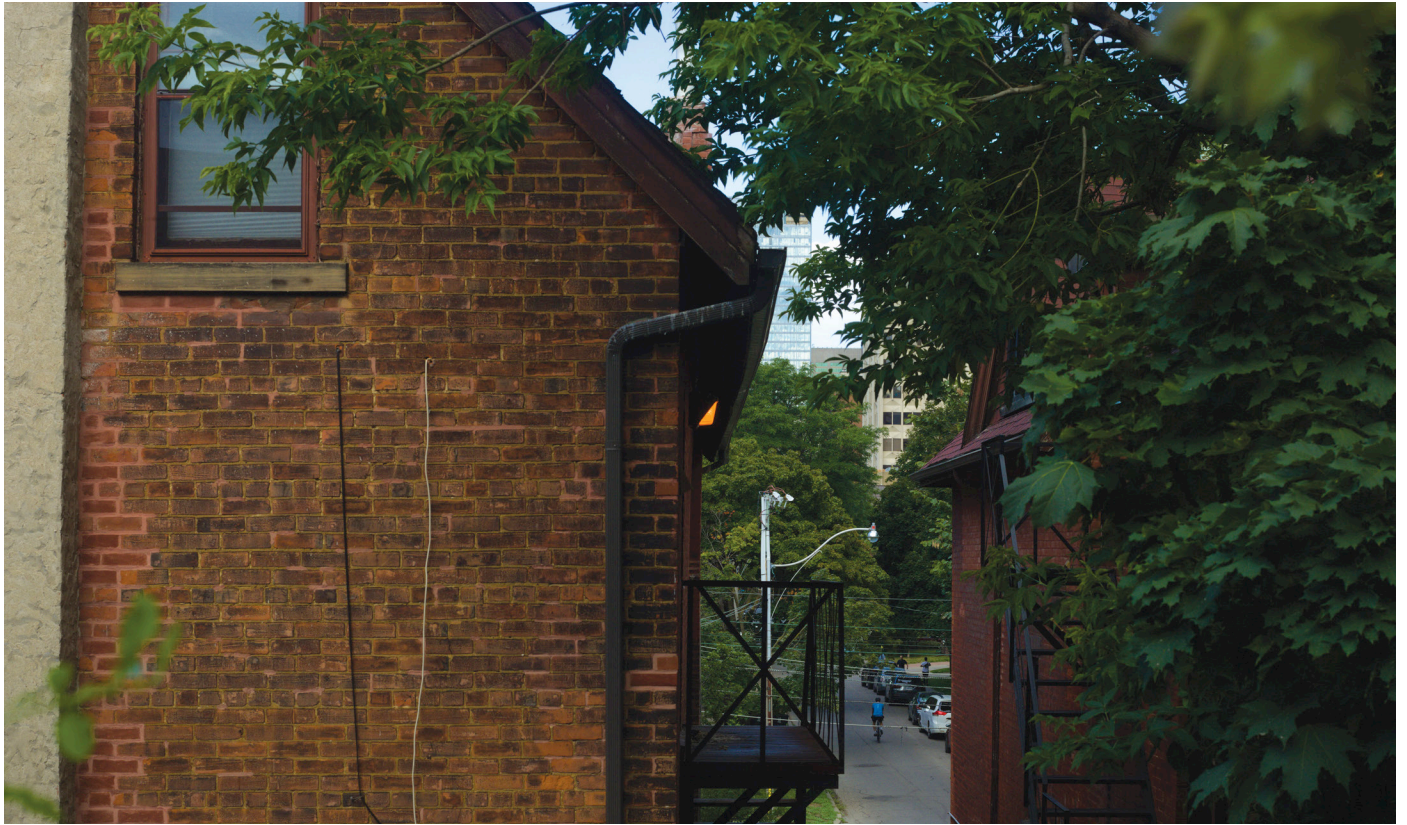


Connections to Sustainable Development Goals (SDGs):

GOAL 11: Sustainable Cities and Communities, GOAL 13: Climate Action, GOAL 15: Life on Land

Strategies	Data / Metrics	Targets	Outcomes & Rationale
<p><b>4.1</b> Form partnerships with organizations and community-based groups that are involved in climate resilience planning and engagement</p> <p><b>4.2</b> Perform a climate change resilience assessment, including vulnerability and risk evaluation, as part of early planning stages</p> <p><b>4.3</b> Develop a plan, in consultation with the tenant committee, to identify, prepare for, and mitigate climate risks to tenants, including flood risk, extreme heat or cold, and power outages.</p> <p><b>4.4</b> Create a clear plan to communicate to tenants information about correct ventilation, heating, recycling etc. and encourage them to participate in collective environmental responsibility and energy efficiency measures</p> <p><b>4.5</b> Create a plan to increase green space and promote biodiversity on or near homes – which includes a policy to empower tenants to use available greenspace around their homes</p>	<p># of information sessions and communication materials to tenants</p> <p># &amp; description of waste reduction measures</p> <p># of tenant-led environmental initiatives related to the scatter homes</p> <p>Description and amount of green space available to residents, which may include biodiversity/pollinator gardens, food growing space, community gardens, etc.</p>	<p><b>2021-2022</b></p> <ol style="list-style-type: none"> <li>1. Implement 1 tenant communications campaign on reducing consumption</li> <li>2. Implement 1 biodiversity and green space improvement</li> </ol> <p><b>2022-2025</b></p> <ol style="list-style-type: none"> <li>1. Ongoing program / annual campaign on reducing consumption</li> <li>2. Implement 5 biodiversity and green space improvements</li> </ol> <p><b>2025 - Climate Resilience Plan</b></p>	<p>To proactively contribute to, and encourage community participation in, multiple environmental goals that build climate resilience and community well-being</p>





Tenants homes at 490, 492, and 494 Huron St seen from a tenant's balcony at 25 Madison Ave.



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# Glossary

## Community Benefits

Community benefits 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.

## Community Enterprises

Community Enterprises are nonprofit, cooperative, or for-profit businesses that are grounded in local communities and created to serve local community needs.

*Note: This includes local businesses and organizations that are owned or led by community residents (e.g. Parkdale or neighbourhoods surrounding the scatter homes).*

## Community Wealth Building

The process of building shared wealth in equity-deserving communities through place-based strategies that localize investment into community entities that support economic democracy, such as social enterprises, worker cooperatives, and unionized workplaces.

## Economic Democracy

Economic democracy is a system where people share ownership over resources in their communities and participate equitably in deciding how they are used.

## Extreme Weather

Extreme weather can be understood as unusual weather-related climate conditions that can cause devastating impacts on communities and ecosystems. This often refers to a short-lived event that includes intense heat waves, suffocating smoke and haze from wildfires, extreme flooding and deep freezes.

## Social Enterprises

Social Enterprises are entities with a mission to achieve social and/or environmental aims through the sale of goods and services.

*Note: Community enterprises can be social enterprises and vice-versa, but they are not interchangeable definitions.*

## Social Housing

Units operated by the government, cooperatives, or non-profit housing providers and provide a range of affordable to deeply affordable rates based on income.

## Social Procurement

The process of leveraging organizational spending to ensure that purchases have an economic, environmental and social impact.

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# Policy Context and Core Concepts

The framework has been informed by research on the policy context, best practices and progressive community-based approaches to social procurement, sustainability, and building retrofits within social housing portfolios. In this section we introduce a number of core concepts that inform our work and reflect on how they align with the core objectives of the Land Trust. The information is intended to act as a resource during the implementation of the framework that can be referenced and continue to develop.

This work lays a strong foundation for understanding and integrating a climate lens into community land

trust initiatives. The framework was developed in consideration of the broader practices the land trust can take beyond leveraging its purchasing power to support economic, racial, and climate justice.

Research on Social Procurement was undertaken by Mercedes Zayas Sharp while research on Retrofits was undertaken by Monica Hutton. This research was summarized and expanded on by Diana Yoon, Sarah Buchanan, and Emmay Mah from the Toronto Environmental Alliance



Parkdale residents celebrate Parkdale Solidarity Flag Mural Launch, 2016.

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## Policy Landscape for Social Procurement & Sustainability

It is important to understand the policy landscape that frames and can be leveraged, to support this work. Here are some examples of policies that relate to community wealth building and environmental sustainability strategies (as of early 2022):

<b>Municipal</b>	<p>The City of Toronto currently has a wide array of community wealth building policies, such as the Social Procurement Program, the Community Benefits Framework, Anchor TO, the Poverty Reduction Strategy, and the Fair Wages Policy. Climate retrofits are also a core priority in Housing TO, Recovery TO, and TransformTO's Net Zero Strategy, and the Net Zero Existing Buildings Strategy with a goal of having all existing buildings retrofitted by 2050. From an equity perspective, the Toronto Action Plan to Confront Anti-Black Racism, the Reconciliation Action Plan, the Youth Equity Strategy can also inform this work.</p>
<b>Provincial</b>	<p>The Province of Ontario has a limited landscape of community wealth building policies. The Toronto Community Benefits Network and Ontario Nonprofit Network have been advocating for the province to implement a robust social procurement strategy and to uphold the commitment to “community benefits” in the Infrastructure for Jobs and Prosperity Act and Long-Term Infrastructure Plan.</p> <p>The provincial government has limited information regarding climate actions that impact the existing buildings sector in the Made-in-Ontario Environment Plan. The provincial government does, however, control the Ontario Building Code which can introduce requirements for enhanced energy efficiency and sustainability.</p>
<b>Federal</b>	<p>The Government of Canada has integrated commitments to social procurement and community benefits in major federal projects through its Better Buying Plan for Public Services and Procurement Canada and its Community Employment Benefits Initiative within Infrastructure Canada.</p> <p>Canada is committed to reaching net-zero emissions by 2050, aligned with international climate targets. In March 2022, the federal government released Canada's 2030 Emissions Reduction Plan; this includes the development of a \$150-million Canada Green Buildings Strategy. This plan and strategy aims to drive wide scale retrofits in the existing building stock, address energy poverty concerns, and create new jobs in this sector. This work fits under the umbrella of the national Pan-Canadian Framework on Clean Growth and Climate Change from 2016 onwards.</p>
<b>Trade Agreements</b>	<p>Trade agreements and procurement policies in Ontario commit public entities to practice geographic neutrality for bids over \$25,000 meaning that they cannot prioritize local enterprises. However, as outlined by Buy Social Canada, you can still incorporate requirements for community outcomes from all bidders as part of the evaluation criteria. Trade agreements also have financial thresholds, which means that you can source directly from local community enterprises without a requirement for competitive bidding for purchases that fall below \$25,000.</p>





Parkdale People's Economy staff Mercedes Zayas and Ana Teresa Portillo present to packed room of Parkdale residents at the launch of the Parkdale Community Benefits Framework.

In addition to the policy landscape, it is also important to take note of community-based responses to community wealth building. For example, the Parkdale People's Economy has issued a series of community-based reports that can inform the land trust's policies and broader policy advocacy: the Parkdale Community Planning Study, the Parkdale Community Benefits Framework, and the Parkdale Community Wealth Building report. The Parkdale Neighbourhood Land Trust can also take note of policy advocacy efforts led by groups such as Toronto Community Benefits Network, Toronto Environmental Alliance, Ontario Nonprofit Network, and Buy Social Canada.

## Strategies for Community Wealth Building

By leveraging the land trust's everyday purchasing power, along with its wealth of relationships and partnerships in the community, there is a significant opportunity to equitably invest in the neighbourhood to create systems of economic belonging and wellbeing for future generations. This is a core principle behind community wealth building, a term that describes the process of building shared wealth in equity-deserving communities through intentional place-based strategies that localize investment into community-driven entities that support economic democracy, such as social enterprises, worker cooperatives, and unionized workplaces.

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## Social Procurement for Social Housing

A key tool for achieving community wealth building is social procurement, also known as social purchasing. Social procurement is the process of leveraging organizational spending to ensure that purchases have an economic, environmental and social impact aimed at building shared wealth and dismantling systemic inequities. The social housing landscape holds significant opportunities to incorporate social procurement practices throughout the lifespan of building and maintaining housing - from construction and rehabilitation, to maintenance and operation, to retrofits and renovations. For example, nonprofit and cooperative housing providers in Parkdale have significant purchasing requirements for property management and maintenance services, such as janitorial, repair, landscape, drywall, pest control, and painting. Supportive housing providers also employ and contract a wide range of care workers to provide additional layers of support for tenants. Given the global climate crisis, housing providers play an imperative role in ensuring energy efficiency, conservation improvements and the use of alternative materials in housing retrofit and management. Each of these examples create opportunities for integrating workforce development training programs, contracting services from social enterprises and worker cooperatives, and building pathways into unionized work environments for community members facing barriers to employment due to systemic oppression, such as Black, Indigenous, and racialized communities; women, trans, and nonbinary workers; consumer/survivors; people living with disabilities; and formerly incarcerated people.

Within larger scale housing developments and investments, there are also opportunities for incorporating Community Benefit Agreements (CBAs) to address community-based needs and priorities. CBAs

are legally-binding agreements negotiated between a community coalition and developers to set targets that ensure that impacted residents can share the benefits of a development without having to fear displacement. The Parkdale Community Benefits Framework (2018) establishes minimum standards for community benefits, such as the decent work pillar which calls for the integration of social procurement in developments to build community capacity through training, education, and supportive programs. The Neighbourhood Land Trust can also gain insights from existing community benefit agreements in the context of social housing, such as the Regent Park Community Benefits Coalition supported by the Toronto Community Benefits Network.

One of the potential pitfalls with the social procurement landscape is the replication of neoliberal ideologies which draw from private sector models of Corporate Social Responsibility rather than being rooted in community building. For example, being a nonprofit or social enterprise does not guarantee decent work practices, therefore it's imperative to build a value-based model for evaluating partnerships with community enterprises to ensure that social purchasing is supporting worker rights and building power in communities. By integrating a values filter into partnerships that combines the decommodification of housing with practices rooted in economic democracy and racial and climate justice, the land trust can begin to build economic alternatives that centre community wellbeing. This framework will draw from lessons rooted in transformative practices for community wealth building within affordable housing, such as the Oakland Community Land Trust and People United for Sustainable Housing (PUSH) Buffalo, to inform how the land trust can continue to build relationships and partnerships that are rooted in the neighbourhood and support the community economy.



Work crew from Building Up, a social enterprise contractor, poses outside a worksite at NLT's property at 27 Madison Avenue in early 2022.





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## Equitable Development & Community Benefits

**Equitable development** is an emerging term that speaks to the need to reorient urban planning approaches with equity in mind. Sustainable development intends to meet the needs of the present without compromising the ability of future generations to meet their own needs<sup>1</sup>. In the same vein, equitable development is meant to address community needs, especially for equity-deserving communities, while simultaneously creating healthy, vibrant, thriving, and diverse places.

In fact, Equitable Development is one of Parkdale Neighbourhood Land Trust's values:<sup>2</sup>

*"Equitable development: We believe that low-income and other marginalized people should benefit from neighbourhood growth and development."*

The Parkdale Community Benefits Framework<sup>3</sup> also refers to "equitable development that respects and benefits existing community members, that values people's lives over profits, and that promotes development without displacement."

**Community benefits** can be understood as any social, economic, and environmental improvement to a local neighbourhood or demographic group. However, more recently, community benefits as a concept have been linked to Community Benefit Agreements (CBA) -- especially in cities like Toronto that have a strong Toronto Community Benefits Network.

*"A CBA is founded on a shared, legally binding commitment between government, the contracting firm and community to build and complete public infrastructure projects through an effective, efficient, transparent, fair and inclusive process that supports good jobs and prevailing industry standards." (Toronto Community Benefits Network, 2013<sup>4</sup>)*

### Community approaches to equitable development planning

Parkdale is a leader in this work, with the immense community-based planning work that has gone into the Parkdale Community Economic Development (PCED) Planning Project. Notably, the "Parkdale Community Benefits Framework: Guide for Development without Displacement<sup>5</sup>" speaks to how development can be designed with a community vision in mind. While the Neighbourhood Land Trust housing portfolio will extend beyond the Parkdale community, the effort that has gone into developing these frameworks can be applied and translated to this initiative.

The Parkdale Community Benefits Framework presents five key principles:

- 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.

<sup>1</sup> <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12042&section=glossary>

<sup>2</sup> <http://www.pnlt.ca/wp-content/uploads/2015/04/Purpose-Vision-Values.pdf>

<sup>3</sup> <https://parkdalecommunityeconomies.files.wordpress.com/2018/11/parkdale-community-benefits-framework1.pdf>

<sup>4</sup> [https://www.communitybenefits.ca/foundation\\_document](https://www.communitybenefits.ca/foundation_document)

<sup>5</sup> <https://parkdalepeopleseconomy.ca/parkdale-community-benefits-framework>



Parkdale residents protest for Community Benefits and the development of 100% affordable housing on publicly owned vacant land at 11 Brock Avenue, 2018.

In addition, the Sustainable Community Development Group<sup>6</sup> (based in Washington D.C.) presents four strategic guiding principles that will be helpful to incorporate in NLT's work:

1. Ensure meaningful community participation, leadership, and ownership in community development efforts.
2. Integrate community development strategies that focus on people with those focused on improving places.
3. Promote investments in the community that are catalytic, coordinated, and result in a triple bottom line.
4. Reduce local and regional economic, health, employment, transportation and environmental disparities.

Following these principles while planning NLT's upcoming work will go a long way in aligning this work with the organization's stated goal for equitable development, that low-income and other marginalized people should benefit from neighbourhood growth and development.

<sup>6</sup> <http://sustainablecommunitydevelopmentgroup.org/wordpress/issues/equitable-development>



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## Climate Resilience and Just Recovery

**Climate resilience** is the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate. Improving climate resilience involves assessing how climate change will create new, or alter current, climate-related risks, and taking steps to better cope with these risks.<sup>7</sup>

Climate change does not affect all people equally, nor are all contributing equally to climate change. In fact, those who have contributed the least - which includes Indigenous people, children and youth, people with low incomes, people with disabilities, migrants and immigrants, and people living in the Global south - often experience the greatest harm. In Toronto, low-income and marginalized people often experience greater impacts of extreme weather events, such as flooding and extreme heat, and have access to fewer resources to recover. Tyler and Moench (2012)<sup>8</sup> outline climate resilience principles as follows:

1. “Responsiveness: Capacity to organize and re-organize in an opportune fashion; ability to identify problems, anticipate, plan and prepare for a disruptive event or organizational failure, and to respond quickly in its aftermath.
2. Resourcefulness: Capacity to mobilize various assets and resources in order to take action. It also includes the ability to access financial and other assets, including those of other agents and systems through collaboration.
3. Capacity to learn: Ability to internalize past experiences, avoid repeated failures and innovate to improve performance; as well as to learn new skills.”

Climate resilience and housing are closely linked. Climate change is already creating housing insecurity around the world, and is expected to intensify in the coming decades. Extreme weather events like wildfires, extreme heat, and floods drive many people from their homes and substantially increase cost burdens.

Canada’s temperature is warming at twice the average rate. To contextualize what this means for Toronto, TransformTO reports include extreme weather projections for Toronto; by 2040, Toronto will experience ~66 days over 30°C annually<sup>9</sup>. This means that Toronto is extremely vulnerable to the impacts of climate change. We are already seeing intensifying local impacts. For example, Toronto’s flood event in July 8, 2013, set the record as Ontario’s costliest natural disaster to date, pegged at close to \$1 billion<sup>10</sup>. In 2020, Toronto experienced its hottest July in 84 years<sup>11</sup>.

These extreme events destabilize people’s lives, and mean that communities and municipal leaders must come together to protect and support those most affected, in particular low-income and marginalized residents. Resilient communities with strong support networks, stable housing, food security, and economic security are more likely to weather these storms.

Community land trust models are particularly well-suited to address the combined threats of housing insecurity and climate change. As described by the Georgetown Climate Center, “by activating this model of communal land ownership in efforts to address the climate crisis, communities can help advance resilient and sustainable homeownership opportunities for residents that can also

<sup>7</sup> <https://www.c2es.org/content/climate-resilience-overview/>

<sup>8</sup> <https://www.tandfonline.com/doi/full/10.1080/17565529.2012.745389>

<sup>9</sup> TransformTO Climate Resilience Portal source

<sup>10</sup> [https://www.thestar.com/business/2013/08/14/july\\_flood\\_ontarios\\_most\\_costly\\_natural\\_disaster.html](https://www.thestar.com/business/2013/08/14/july_flood_ontarios_most_costly_natural_disaster.html)

<sup>11</sup> <https://www.thestar.com/news/gta/2020/07/30/hottest-july-in-84-years-environment-canada.html>

<sup>12</sup> [https://www.georgetownclimate.org/files/report/Community\\_Land\\_Trust\\_Report\\_2021.pdf](https://www.georgetownclimate.org/files/report/Community_Land_Trust_Report_2021.pdf)

<sup>13</sup> <http://www.pnlt.ca/wp-content/uploads/2015/04/Purpose-Vision-Values.pdf>

help to rectify the legacy of racist housing policies that have left communities of color more housing insecure, less wealthy, and more vulnerable to impacts from extreme weather and other shocks.”<sup>12</sup>

Stable, affordable housing is in itself a climate resilience measure. Access to stable housing protects residents from some of the worst and most direct impacts of climate change in addition to enhancing public health, economic stability, and many other indicators which help residents weather more severe climate impacts. Housing providers have a responsibility to plan for a world in which climate impacts are much more severe to maintain stable, affordable housing for residents. This means adding not only the physical building blocks necessary for resilience (e.g. ensuring buildings have adequate

heating and cooling systems, community garden space, or flood prevention mechanisms), but also supporting the social systems which are critical to emergency responses. These social supports could include:

- Tenant groups or activity-based groups including tenants and staff
- Community centres and/or community hubs
- Heat registries to track and check on residents who self-identify as vulnerable to heat (PARC produced a Heat Registry Manual in 2010)
- Cooling centres in local public buildings
- Public health infrastructure (e.g. mobile vaccination clinics or testing centres)
- Food security supports like community gardens, or short-term supports e.g. food banks



Parkdale residents rally in front of Hope Garden, a Greenest City Program on Dunn Avenue.

<sup>12</sup> [https://www.georgetownclimate.org/files/report/Community\\_Land\\_Trust\\_Report\\_2021.pdf](https://www.georgetownclimate.org/files/report/Community_Land_Trust_Report_2021.pdf)





PNLT Board Member Sonam Yangzom presents produce ready to be harvested and shared at 87 Milky Way, a community owned urban agriculture space where Sonam is a lead gardener.





PNLT Board Member Sonam Yangzom saves seeds at 87 Milky Way, a community owned urban agriculture space where Sonam is a lead gardener.

Tenant groups and community-based organizations can provide the outreach and social connections necessary to reach the most vulnerable populations; such groups have been critical for emergency preparedness and planning. Community hubs can act as physical space to provide safety and complement outreach support as well.

PNLT's Vision document outlines a goal to *"benefit from development that does not displace community members and that enhances social, economic, environmental and cultural well-being."*<sup>13</sup>

Displacement and reduced well-being from climate

change impacts are very real threats in the coming years, particularly for low-income and marginalized community members. NLT's planning process should be guided by an understanding of how low-income and marginalized communities are affected by extreme weather and climate impacts, and what kind of investments are needed to keep communities safe and thriving in an escalating climate crisis. It is worth noting that longer-term climate impacts like sustained high temperatures may not feel "extreme" but can have serious negative impacts on the health of individuals and households.

<sup>13</sup> <http://www.pnlt.ca/wp-content/uploads/2015/04/Purpose-Vision-Values.pdf>

# Just Recovery Planning

The COVID-19 crisis illuminated and exacerbated the deep and pervasive challenges faced by many residents in Toronto, including food insecurity, housing vulnerability, isolation, technological divides and more. A “just recovery” is meant to speak to how we address and move beyond the current global pandemic in our local context here in Parkdale and in Toronto in a more equitable way.

Many Toronto organizations and residents have emphasized that pandemic recovery is an opportunity to make the city better than it was before by focusing

on those disproportionately impacted and listening to the voices of people with lived experience<sup>14</sup>. In the context of climate change, it is important that we learn from the City’s and community’s pandemic responses in order to better prepare for future health and climate-related extreme weather shocks, which are expected to become more frequent. For example, basement flooding is a good intersection point of climate adaptation and housing. Government programs cannot only look to flood prevention strategies for homeowners, as we live in a city where there are many tenants who live in basement apartments or places vulnerable to flooding.

## Challenges of retrofits

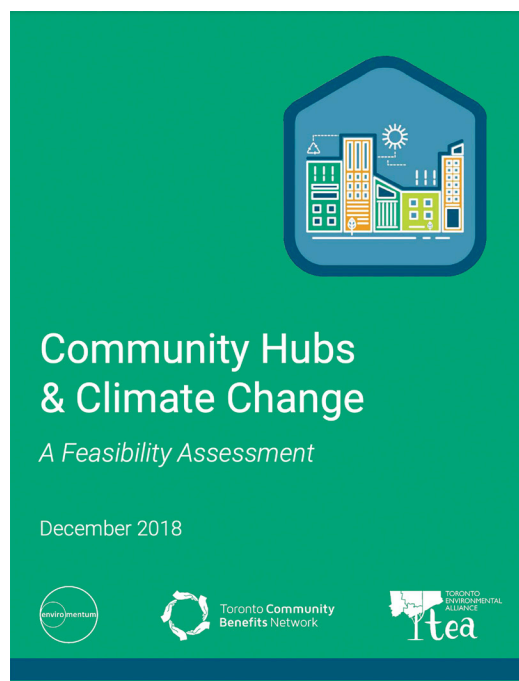
Age of buildings	Many buildings were built before modern energy standards were in place and are highly inefficient.
Tenanted buildings	<p>Buildings within the NLT portfolio are home to existing tenants and measures taken must minimize disruptions. Measures that require vacating the building could prove devastating to social housing residents without alternative housing supports. The desire to avoid disruption or temporary displacement of occupants can inhibit making energy upgrades but ultimately respects tenants’ health and well-being.</p> <p>Tenant concerns extend beyond energy savings and emission reductions to include thermal comfort, indoor air quality, and noise transmission.</p>
Scattered site housing	<p>The dispersed geographic nature of scattered site housing makes it more difficult to logistically find economies of scale.</p> <p>The typologies of single-family houses and low-rise multi-unit residential buildings do not allow for the same per-unit efficiencies as mid-rise or high-rise residential buildings.</p>
Operational knowledge	The knowledge, skills, time, and resources to implement cost-effective improvements are often lacking at the operational level. This can include required operational changes, budgetary constraints, lack of complete training, and inadequate quality control.

<sup>14</sup> [https://www.socialplanningtoronto.org/torr\\_report](https://www.socialplanningtoronto.org/torr_report)

The growing Parkdale Mutual Aid Network<sup>15</sup> is a key example of a frontline community-based pandemic response, through which neighbourhood pod leaders have developed social infrastructure and facilitated important conversations on community safety and well-being. The Parkdale People's Economy also organized community consultations that fed into the City of Toronto's Office of Recovery and Rebuild<sup>16</sup>. The consultations found challenges, creative solutions, and calls for resilience in three main themes: housing justice, income and employment supports; and mental health and harm reduction."

Housing justice was by far the most common and pressing theme that arose from Parkdale People's Economy's consultations. This is directly related to the work that NLT is doing to advocate for and provide safe, secure, deeply affordable housing for all. The many recommendations for rent control, stronger housing policies, preventing evictions during a pandemic, improved maintenance of buildings without displacement or above guideline rent increases, are all still important for further just recovery efforts.

NLT can begin the important work to build networks to support community resilience in the neighbourhoods where portfolio buildings are located. Building and drawing on mutual aid networks creates social infrastructure which is just as important as physical infrastructure in a crisis. TEA's recent Community Hubs project explored the importance of community hubs like PARC in building critical social support systems to enhance community resilience to climate shocks and enhance community participation in climate action. [This report by Toronto Environmental Alliance<sup>17</sup>](#) is a helpful resource which explores the role that community hubs in Toronto have played in responding to resident needs during the COVID-19 pandemic, and the lessons this experience holds for planning for and responding to future emergencies, including health and climate-related shocks.



<sup>15</sup> <https://parkdalepeopleseconomy.ca/parkdale-pods-mutual-aid-network>

<sup>16</sup> <https://parkdalepeopleseconomy.ca/consultations-on-recovery-rebuild-and-transformation>

<sup>17</sup> [https://www.torontoenvironment.org/hub\\_report](https://www.torontoenvironment.org/hub_report)





Malcom sits outside his apartment in an NLT owned property on Huron Avenue.



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## Indigenous Solidarity

As a settler-led organization on stolen Indigenous lands, the Land Trust has a core responsibility to build solidarity with Indigenous communities in alignment with the values of the Dish with One Spoon Treaty. The Land Trust can begin this process by developing policies and practices that ensure that its community economic development activities are upholding the calls to action from the Truth and Reconciliation Commission and the National Inquiry into Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ people.

### MMIWG & 2SLGBTQQIA

#### Calls for Justice

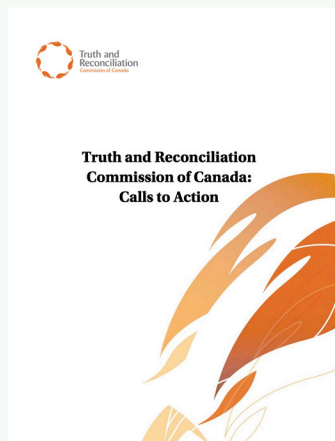
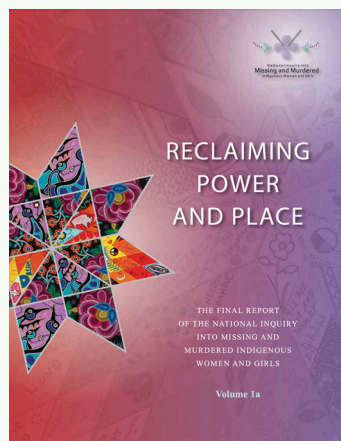
4.4 We call upon all governments to provide supports and resources for educational, training, and employment opportunities for all Indigenous women, girls, and 2SLGBTQQIA people<sup>18</sup>.

4.5 We call upon all governments to immediately commence the construction of new housing and the provision of repairs for existing housing to meet the housing needs of Indigenous women, girls, and 2SLGBTQQIA people.

### TRC CALL TO ACTION

We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

1. Commit to meaningful consultation, building respectful relationships, and obtaining the free, prior, and informed consent of Indigenous peoples before proceeding with economic development projects.
2. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.
3. Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal-Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.



<sup>18</sup> National Inquiry into Missing and Murdered Indigenous Women and Girls. "Reclaiming Power and Place: the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, Volume B"; 2019. pg 182.



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## Energy Retrofits for Climate Action and Tenant Comfort

Retrofits can provide an opportunity to achieve many of the land trust's goals to improve the tenants' health and quality of life in the portfolio, as well as accomplish various social and environmental goals.

**Retrofits** include post-construction modifications to existing equipment, systems, building components, or other elements to improve the environmental efficiency of buildings and community resiliency.<sup>18</sup>

The urban buildings in NLT's portfolio may have characteristics that make them more vulnerable to the impacts of climate change. This speaks to the need for retrofits to meaningfully incorporate climate resilience.

These characteristics include, but are not limited to:

- Older buildings prone to flooding, overheating, or poor air quality
- High-density neighbourhoods prone to the urban heat island effect, with reduced access to shade and/or outdoor green spaces to mitigate heat impacts
- Neighbourhoods with aging or inadequate stormwater infrastructure to handle more intense rainfall events
- Vulnerable tenant populations with underlying health or economic inequities
- Low-income residents with reduced ability to financially recover from extreme weather events or ongoing impacts such as rising food prices



Large scale retrofit underway on Havelock Avenue.

<sup>18</sup> CMHC Glossary of Housing Terms

Traditional building retrofit strategies are typically limited to enhancing the energy efficiency of a building. Strategies which incorporate a changing climate go one step further, planning for future stresses instead of relying on historical data that no longer represents reality. NLT can address these impacts by integrating a climate change resilience assessment, including vulnerability and risk assessment, into the early planning stages of building retrofit planning. Pembina Institute's 2020 primer "[Climate Resilience and Deep Retrofits](#)" provides a good starting point for considerations in this work. However, the Land Trust will be better equipped to consider alternative approaches to retrofits that go beyond just energy efficiency by developing a robust knowledge base of common practices today.

### Opportunities of retrofits

*Environmental efficiency* can be achieved through the combination of:

#### 1. Improvement in the measurement of *energy efficiency*

*Energy efficiency* refers to how effectively energy is used for a given purpose. *Energy use or consumption* in buildings generally refers to how much energy a building uses in order to function at any given time.<sup>19</sup> This includes the energy used for space conditioning (heating, cooling, ventilation), water heating, lighting, plug loads, appliances, and other equipment. The total operational energy use of a building is typically analyzed over a one year period and measured in kilowatt-hours (kWh) or Gigajoules (GJ). *Energy use intensity* (EUI) is a building's energy performance expressed by dividing the total net energy consumed in one year by the gross floor area of the building.<sup>20</sup> Implementing *energy conservation measures* (ECMs) means providing a similar, or improved, level of service (comfort, performance, convenience) with less energy consumption on a per unit basis.

#### 2. Reduction in *greenhouse gas (GHG) emissions*

Emissions are the discharge of entities such as chemicals, heat, noise, and radiation to the environment. In housing, *greenhouse gas* (GHG) emissions are emitted by the combustion of *fossil fuels* produced by the decomposition of ancient (fossilized) plants and animals (coal, diesel, oil, or natural gas) to supply heat and electricity (or energy) to buildings. The main greenhouse gases - carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), chlorofluorocarbons (CFCs) and nitrous oxide (N<sub>2</sub>O) - absorb and radiate heat in the lower atmosphere that otherwise would be lost in space. Emissions from buildings are the third largest source of Greenhouse Gas (GHG) emissions in Ontario<sup>21</sup> and the largest source of emissions in Toronto<sup>22</sup>. Although often not considered within scope of municipal emission inventories, it is also important to think of embodied carbon and emissions produced in the manufacture of goods and other materials.<sup>23</sup>

A building does not exist in isolation, and responds to complex interactions between surrounding communities. Changes to residential buildings have the potential to impact the wellbeing of people that live there and also have far-reaching impacts on communities through employment opportunities, waste and emissions production, and connection to urban infrastructure. Work on a single building draws together knowledge and experience of many disciplines, workers, and systems. Considering these broader relationships requires taking a wider view on the potential for building retrofits to achieve multiple benefits including making housing more affordable. Not only can retrofits reduce costs, they can also increase overall building performance (including energy performance, durability, and resilience) that can result in community gains and co-benefits.<sup>24</sup>

<sup>19</sup> NHS Glossary of Common Terms (2018)

<sup>20</sup> NHS Glossary of Common Terms (2018)

<sup>21</sup> Environmental Defence, Blue Green Canada, and Clean Economy Alliance. "Building an Ontario Green Jobs Strategy," 2017, pg 5.

<sup>22</sup> Toronto's 2019 Greenhouse Gas Emissions Inventory

<sup>23</sup> The City of Toronto will be including emissions from goods and services, classified as scope 3 emissions, in its TransformTO and GHG

<sup>24</sup> <http://ruralstudio.org/efficient-resilient-and-healthy-home>



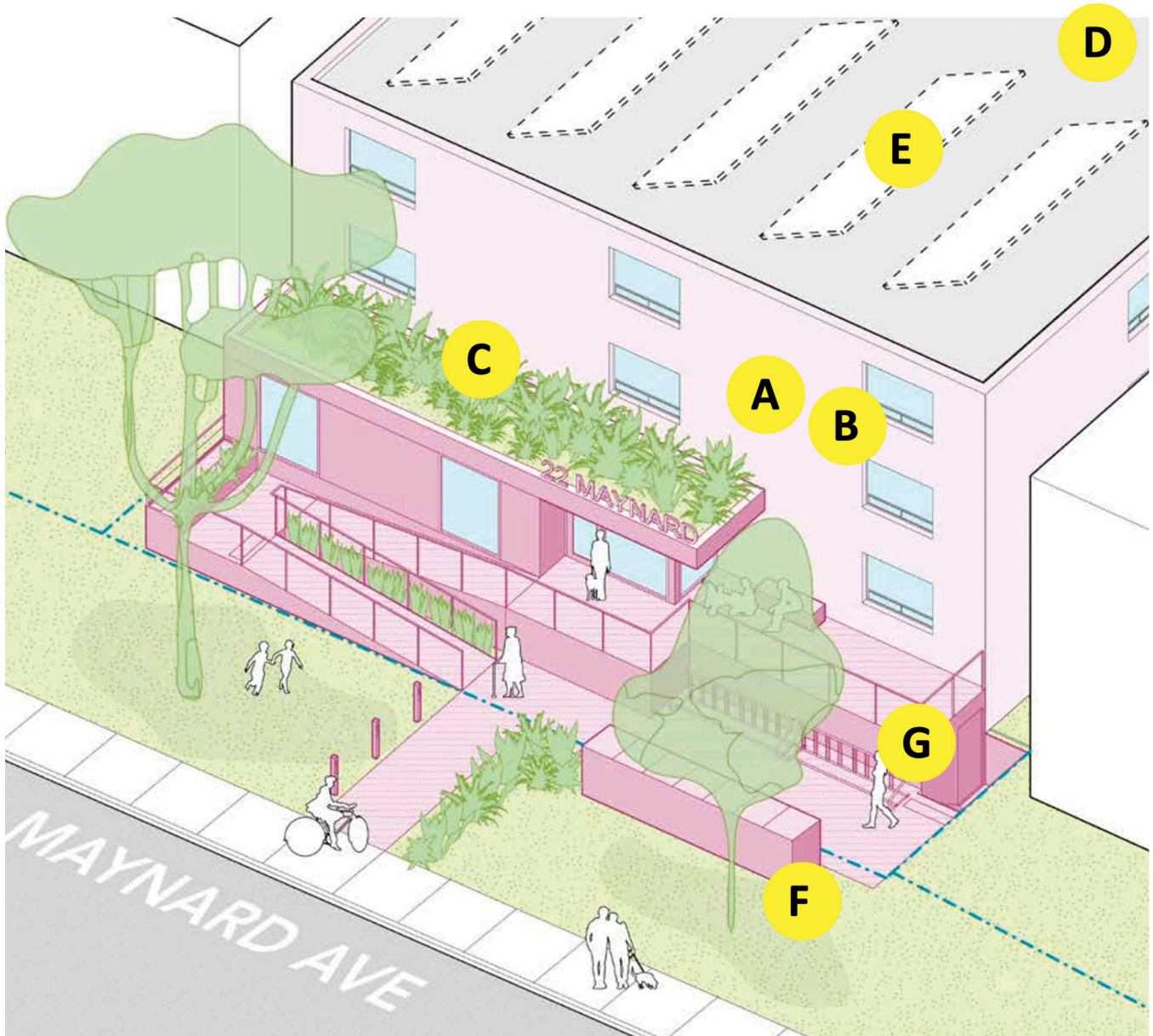


Illustration of energy and emissions reduction measures for proposed retrofit for NLT's property at 22 Maynard Avenue. Illustration by LGA Architects.

## Retrofit Summary

### Environment

- A. New Insulation and Siding/Cladding
- B. New Efficient Windows
- C. Green Roof (grant required)
- D. New White 'Cool' Roof (reduced 'heat island' impact)
- E. Possible Solar Panels (grant required)

### Other

- F. New Waste Enclosure
- G. Relocated Bike Rack

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*Community resiliency* can be improved by retrofits through improvements in the following areas:

- **Efficiency:** Smoothing out month-to-month variability of energy use by reducing peak use in the hottest and coldest times of year. More predictable use patterns increase stability.
- **Resilience:** Homes that are built to withstand weather events improve resident safety and minimize displacement from the home.
- **Health:** For tenants, the health of homes can be improved by increasing thermal comfort, and reducing environmental hazards.

Retrofits provide significant opportunities for our local communities including public benefits (i.e. societal benefits, non-monetary) or monetary benefits for building owners and tenants. This is broken down into more *comprehensive information in Appendix B*.

Approaching energy efficiency, emission reductions and climate resilience through housing retrofits differs from *new construction* where buildings can be designed and built from the ground up using the latest materials and technologies to achieve high environmental efficiency. Retrofitting instead has to focus on making improvements to existing buildings through different types of modifications.

Existing tenanted social housing buildings also bring unique circumstances. Pembina Institute's 2017 report *Aggregation of Energy Retrofits in Affordable Housing* outlines the challenges of energy retrofits in B.C.'s

affordable housing sector, including the generally poor condition of older building stock, competing priorities with many urgent repairs to complete with inadequate funding, high energy-use intensity, and complex operating agreements between many levels of government and other stakeholders.<sup>25</sup>

## Next Steps / Moving Forward

Ultimately, there is much to learn and implement with energy retrofits and sustainability practices as the NLT improves the scatter home portfolio. Done well, we can achieve measurable energy and emission reductions, while improving tenant health and well-being and contributing to wider community climate resilience. Annex B provides more in-depth information on the key technical retrofit terms and a step-by-step process for how organizations can plan for holistic, environmental retrofits and renovations.

Sustainable and equitable development allows for opportunities for capacity building by providing support and resources, such as workshops, training opportunities, and mentorship and research needed for people to make a positive impact.<sup>26</sup> Building this capacity throughout the retrofit process and social procurement practices, from planning phases through implementation, will strengthen the organizational *resilience* to design and implement solutions to adapt, grow, and innovate in the face of potential future disruptions and systemic change.<sup>27</sup>

<sup>25</sup> <https://www.pembina.org/reports/affordable-housing-retrofits-2017.pdf>

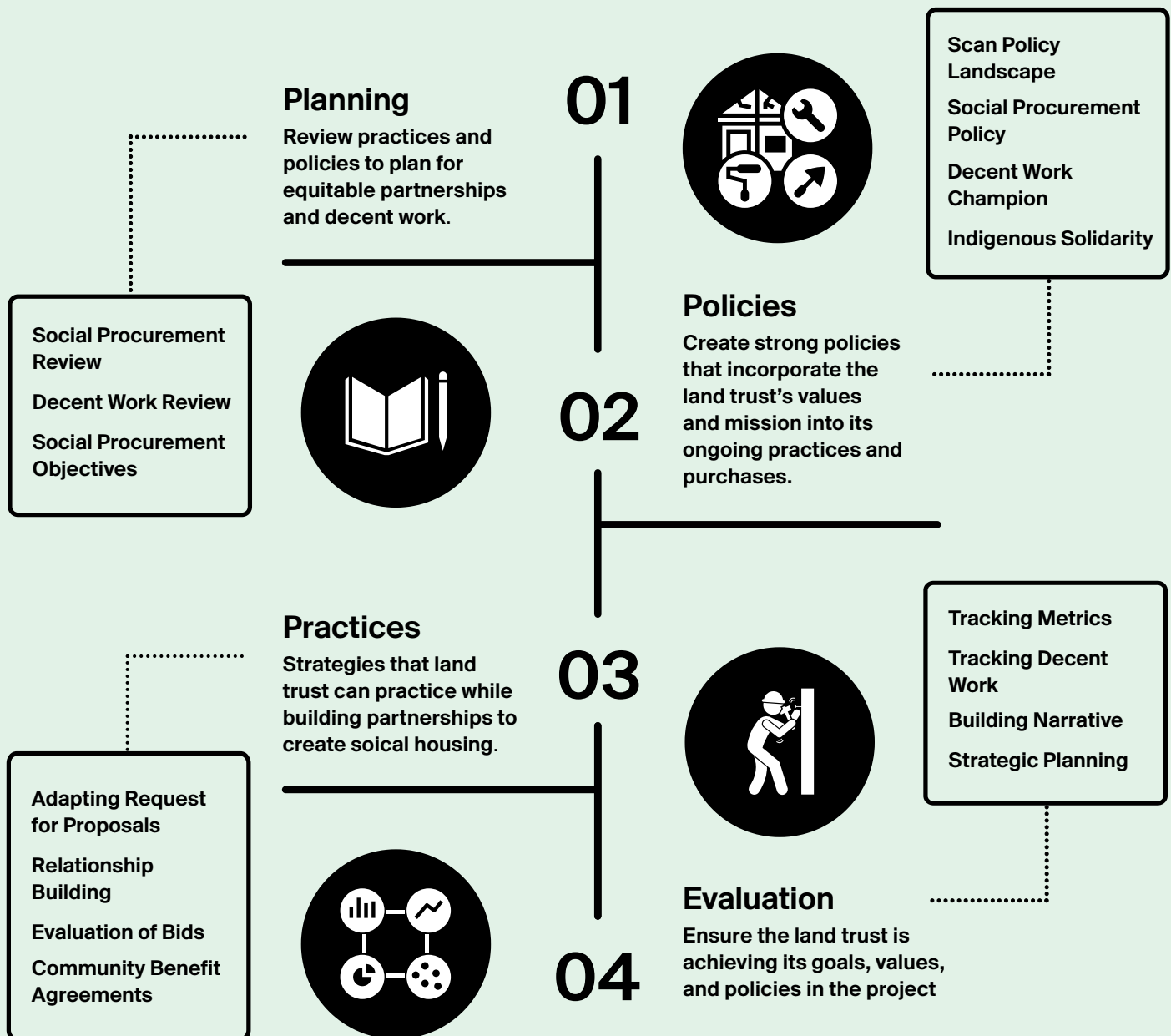
<sup>26</sup> <https://www.evergreen.ca/tools-publications/city-builder-glossary/#systems-change>

<sup>27</sup> <https://www.evergreen.ca/tools-publications/city-builder-glossary/#systems-change>

# Annex A:

## 4 Stages of Social Procurement

Each stage is an opportunity to engage the Parkdale Neighbourhood Land Trust's community governance structure.



# 1. Planning

Before beginning the process of social procurement, it is first necessary to take stock of what types of purchases the organization currently makes and how it makes decisions. It's also helpful to conduct a review of internal and external hiring and employment practices.

Finally, it is necessary to determine the key goals and objectives of incorporating social purchasing into the organization's practices. The following questions can guide you through the process.

Social Procurement Review	Decent Work Review	Social Procurement Objectives
<p>What does your organization purchase?</p> <p>How does your organization acquire your goods and services?</p> <p>Is there a policy that guides how purchases are made?</p> <p>Do you measure the environmental and/or social impact of your purchasing?</p>	<p>Does your equitable hiring process achieve its intended goals?</p> <p>What is your current salary grid? Do you provide benefits and protections?</p> <p>How do you ensure fair compensation in the full supply chain of your purchases? (e.g. contractors and sub-contractors).</p>	<p>What are core community needs?</p> <p>What are your organizational purpose, vision, and values?</p> <p>How can the organization achieve these needs, values, and objectives through its purchasing? Who are the target beneficiaries?</p>

Questions adapted from Buy Social Canada

# 2. Policies

Before focusing on the land trust's internal policies, it is helpful to understand the policy landscape that can be leveraged to support this work. Please see a summary of the Policy Landscape on Page 12.

## Social Procurement Policy

The Land Trust's Governance & Equity Committee is responsible for developing organizational policies for the organization including a social procurement policy as outlined on page 9. The Board, staff, and other committees including the Acquisitions Committee should also be consulted in the development of the

policy framework. Some examples of elements that can be incorporated in the Social Procurement Policy include:

- **Supplier Diversity** - prioritizing Black and Indigenous-led suppliers, racialized suppliers, women-led suppliers, and LGBTQ2SIA-led suppliers
- **Local Purchasing** - prioritizing and defining local businesses and enterprises to circulate investments within the local economy.

The land trust can create a process to help identify when it is best to prioritize a diverse supplier, a local supplier, or ideally a supplier who falls in both categories.

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## Decent Work Champion

In addition to establishing a Social Procurement Policy, the Land Trust can become a Decent Work Champion by taking the following steps:

- **Sign the Decent Work Charter** by the Ontario Nonprofit Network to commit to advancing decent work in seven issue areas: Employment opportunities; Fair income; Health and retirement benefits; Stable employment; Opportunities for development and advancement; Equality and rights at work; and Culture and leadership.
- **Become certified as a Living Wage Employer** with the Ontario Living Wage Network by committing to pay all direct and indirect employers the living wage of the region as a base rate. The City of Toronto's living wage in 2021 is \$22.08.
- **Join the Justice for Workers' Campaign** to uphold 10 essential priorities such a minimum of 10 paid sick days per year; decent wages with a \$20 minimum wage for all; equal pay for equal work; real protections for temp agency workers; make it easier to join a union; and ending racism, discrimination, and workplace bullying.

## Indigenous Solidarity

As a settler-led organization on stolen Indigenous lands, the Land Trust has a core responsibility to build solidarity with Indigenous communities in alignment with the values of the Dish with One Spoon Treaty. The Land Trust can begin this process by developing policies and practices that ensure that its community economic development activities are upholding the calls to action from the Truth and Reconciliation Commission and the National Inquiry into Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ people.

**Diverse Suppliers are majority-owned, managed, and controlled by equity-deserving communities, including Black, Indigenous, and racialized communities; women, trans, and non- binary communities; people with disabilities; and newcomers.**

**Many supplier diversity programs require suppliers to be certified by organizations including:**

- **Canadian Aboriginal and Minority Supplier Council**
- **Women Business Enterprise Canada Council**
- **Canada's LGBT+ Chamber of Commerce**
- **Canadian Council for Aboriginal Business**
- **Inclusive Workplace & Supply Council of Canada**

**A policy example is the City of Toronto's Supply Chain Diversity policy within the Social Procurement Program.**

### 3. Practices

#### Requests for Proposals

The following activities can make it easier for community enterprises and local businesses with fewer resources and staff to bid and compete on procurement opportunities by adapting Request for Proposals (RFPs).

<b>Simplifying</b>	Ensure that your RFP is clear and concise for community enterprises to place a bid.
<b>Adjusting</b>	Alter the language of your RFP to reflect the importance of social procurement as part of the criteria for the bid. For example, BC Housing emphasizes that environmental and social considerations inform procurement processes, and considers social enterprises, community benefits & apprenticeship and training when evaluating bids.
<b>Unbundling</b>	By breaking down large bids into several smaller contracts, or carving out a small section for social procurement, the organization will have a greater chance of partnering with a community enterprise. For example, unbundling contracts is an anchor strategy employed by University Hospitals in Cleveland, Ohio to support the worker-owned Evergreen Cooperatives.
<b>Sub-contracting</b>	Encourage major suppliers to examine their supply chains to offer sub- contracting opportunities for community enterprises and to ensure decent work clauses throughout all levels of contracting.

#### Relationship Building

Building relationships is central to a strong social procurement strategy. As outlined in the Strategic Plan, the land trust will develop and maintain a pool of contractors, or a “preferred vendors list” of local and social enterprises, for ongoing projects. The pool can be created through a Request for Expressions of Interest (REI) and through direct research and outreach with enterprises to be updated annually. If desired, the land trust could also share this list with local housing providers to encourage broader social procurement.

#### Directories

- AnchorTO’s Vendor Portal for Indigenous, Black & diversely-owned enterprises

- Toronto Community Benefits Network’s directory of its membership: Community, Labour, and Social Enterprise
- Buy Social Canada’s directory of Certified Social Enterprises
- York University Social Procurement Vendor Portal Directory

#### Evaluation of Bids

In addition to your existing criteria for determining the value of a bid, you can put an intentional focus on social value in your RFPs to evaluate the bids on the blended value score. The land trust can use the framework to evaluate social and environmental criteria and their respective weight (%) relative to other criteria such as price, quality, and environment.



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## 4. Evaluation

### Tracking Metrics

Community wealth building can be evaluated at each stage by asking what worked, who benefited, and what can be learned from mistakes? By establishing impact goals, outcomes, metrics and tracking mechanisms that are specified when soliciting and when assessing bids, it will support the overall evaluation of the project impact as a result of social procurement. For example, the land trust could track and report on specific benefits that have supported Black, Indigenous, and racialized communities in Parkdale.

### Building Narrative

Once the metrics and evaluation are completed, it will be critical to build a narrative based on the core lessons and achievements that emerge. Narrative building also supports communicating the larger visions and values that ground these transformative practices, such as embedding economic democracy, climate resiliency, and racial justice into social housing. The Cleveland Model and the Preston Model are great place-based

examples of building strong narratives to make visible the power and potential of community wealth building. To support this work, it is important to hear from the direct experiences of community members and entities who benefitted from this redistribution of wealth to support housing and employment opportunities. Building a strong narrative can also have ripple effects by impacting and informing how the broader social housing landscape can practice social procurement.

### Strategic Planning

While assessing and evaluating social procurement, it is important to ensure the outcomes are aligning with PNLT's strategic plan and reassessing as plans or processes change. This will help ensure that practices are rooted in core values and visions for community wealth building and democratic control.



Century home on Havelock St undergoing  
extensive retrofit and addition.





# Annex B:

## 5 Stages of Building Retrofit

Retrofits can happen at various scales – one apartment unit, a single family home, or an entire housing portfolio. The following section outlines 5 stages and related practices to support the implementation of a holistic building retrofit. The following five sections outline a set of operational practices to embrace a holistic and long-term approach to building retrofits.

### I. Planning

All parts of a building have a *useful life*. The life of a tangible capital asset—other than land— is finite, and is normally the shortest of the physical, technological, commercial, or legal life.<sup>28</sup> This is the average amount of time (in years) that an item, component, or system is estimated to function or be available for use without repair, assuming routine maintenance is practiced. Maintenance can be understood as the process of sustaining the level of physical quality of an existing building and site through inspection, cleaning, and repair.<sup>29</sup>

Types of maintenance:

<b>Preventative</b>	Maintenance completed to avoid expected failures. The simplest preventive maintenance is regular inspection of building systems. This process also monitors the service life of materials and systems.
<b>Routine</b>	Maintenance that does not require specialized equipment, professional services, or contractors, but rather can be integrated within the budget and skill set of typical property maintenance staff.
<b>Deferred</b>	Maintenance on physical deficiencies that could have been remedied with routine maintenance, normal operating maintenance, etc.
<b>Emergency</b>	Maintenance that must be carried out immediately in order to stabilize the structure or ready the systems for future habitation.

<sup>28</sup> <https://www2.gov.bc.ca/gov/content/governments/policies-for-government/capital-asset-management-framework-guidelines/glossary>

<sup>29</sup> CMHC Glossary of Housing Terms

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Maintenance can prolong the useful life of building components, but inevitably repairs and replacements will be necessary. Capital improvements are required to bring buildings into a state of good repair (SOGR). The *Facility Condition Index* (FCI) rating is a measurement of the condition of a building expressed as a percentage. It is obtained by dividing the amount of renewal backlog by the total *Asset Replacement Value* (ARV). Although the FCI calculation is a general industry standard, it does have limitations in reflecting the nuanced repair needs of individual buildings. It should always be considered alongside a more detailed understanding of the building, tenants, and site. Keeping the inevitability of capital improvements in mind is necessary to plan ahead and implement work efficiently.

Considering the house as a system model<sup>30</sup> can also be helpful, as your home or building operates in interconnected ways.

### Triggers

Planned major repairs can be an opportunity to make improvement choices that significantly increase efficiency<sup>31</sup>. Retrofits become easier when timed with trigger events, including:

- Major envelope replacement
- Major equipment replacement
- Upgrades to meet regulations
- New acquisition or refinancing
- New operators

### Targets

There are many ways to approach a building retrofit and set targets for energy use and emission reductions. Targets may be modest or ambitious. *Net zero* targets balanced energy use and generation for an individual house or building on an annual basis. In some cases a percentage reduction is set compared to pre-retrofit

performance. In some cases key technologies are targeted in an effort to balance energy, carbon, and water reductions with project costs. Other targets may be related to improving resilience to escalating extreme weather, or improving the quality of a building's environment in relation to the health and wellbeing of those who occupy space. For instance, indoor environmental quality is determined by many factors, including lighting, air quality, and damp conditions. Additionally, targets could include a transition to electric vehicle charging infrastructure and the incorporation of any future incentives provided to buildings to make this transition.

It is often difficult for building operators to cover the full retrofit costs, and as a result often resort to "shallow retrofits" - which include only one or few energy efficiency measures implemented in isolation - that are cheaper and easier. In the longer term, multiple shallow retrofits often cost more than deeper retrofits that lead to long-term utility savings, but paying back costs with utility savings often is too long for operators. It is therefore critical to identify available resources to achieve set targets.

Although targets will be refined throughout the planning process, they are helpful in early stages to align decisions to the organization and the needs of its members. The NLT/PNLT Strategic Plan offers a systematic approach with organizational goals, core values, and processes. The purpose of an organizational *change management* initiative is to successfully implement strategies and methods for effecting change in ongoing alignment with NLT/PNLT's mission. Systems change can be defined as the process and/or outcome of generating shifts within layered, interconnected structures to address complex problems<sup>32</sup>. Advancing *systems change* often challenges the status quo in order to create positive results.

<sup>30</sup> <https://betterhomesbc.ca/products/what-is-the-house-as-a-system-concept/>

<sup>31</sup> The Case for Deep Retrofits." The Atmospheric Fund. 2020

<sup>32</sup> <https://www.evergreen.ca/tools-publications/city-builder-glossary/#systems-change>

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## Financing

Financing and funding is a key component of understanding and implementing retrofits. A life cycle cost analysis is often necessary for a viable business case for deep retrofits. However, at this current point, investors and building owners can lack familiarity with deep retrofit financing. There is a strong need for public funding (i.e. grants and loans) that can close this gap until the market shifts and our local low-carbon economy grows. Capital funding programs and incentives from utility providers can be used for energy-efficiency upgrades. These grants often have specific targets and criteria to meet eligibility and secure funding.

## II. Assessment

Part of standard *due diligence* is to investigate and assess the *physical condition* of a property in connection with a process to understand requirements to bring the building into a state of good repair (SOGR). This assessment provides a picture of the needs of the buildings and the potential energy efficiency and emission reduction measures that can be implemented. The degree and type of investigation varies for different properties, users, and schedules, and based on the end goals and vision of the participants. The data and recommendations gathered through this process can be leveraged to understand how capital needs align with opportunities for energy efficiency measures, equity building, community resilience, and improved living conditions for tenants.

A combination of auditing and assessment tools can be used in this process:

- Building Condition Assessments
- Energy Audits
- Climate Change Resilience Assessments
- Pre-retrofit (and post-retrofit) survey

### Building Condition Assessments

Within the context of the assessment, a person or entity observes a property, interviews sources, and reviews

available documentation for the purpose of developing an opinion on the physical state of a property, including systems, components, and pieces of equipment observed. Such opinions commonly use terms such as good, fair, and poor.

- *Good condition* - In working condition and does not require immediate or short term repairs above an agreed threshold.
- *Fair condition* - In working condition, but may require immediate or short term repairs above an agreed threshold.
- *Poor condition* - Not in working condition or requires immediate or short term repairs substantially above an agreed threshold.

Inspections generally rely on visual observations during a walk-through survey to determine if the systems or building elements are performing as expected with respect to their intended function. During this process *physical deficiencies* are identified. These include defects or deferred maintenance of materials, systems, components, or equipment. Major repairs may be identified for the dwelling to function and meet the needs of tenants.

These observations and opinions are documented in a written report following completion of the on site assessment. A series of *suggested remedies* will be provided as a course of action to repair each physical deficiency. The priority of addressing these deficiencies may depend on the goals and values of the user, and in the case of a land trust model of ownership, may include more of a commitment to long-term equity and community health.

### Energy Audits

Essentially, an *energy audit* assesses the efficiency of a building by identifying and documenting gross energy usage during a calendar period. Energy audits are often required to be eligible for government incentives and rebate systems (i.e. EnerGuide energy



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efficiency home evaluations) and can be tailored to set targets and priorities. More information can be found through ASHRAE (The American Society of Heating, Refrigeration and Air-Conditioning Engineers) standards and guidelines for energy audits.

Key areas for investigation:

- **Building envelope** - Physical elements, including structural support, that enclose conditioned spaces from the exterior environment and control transmission of heat, air, water vapor, light and noise. The insulated assembly, including roofs, walls, ceilings, floors, windows, and doors, reduces heat loss or heat gain. Air sealing is the ability of the building envelope to resist air leakage. Older homes typically have more air leaks around windows and doors, electrical outlets, and cracks in the foundation and walls.
- **Heating, Ventilation and Air Conditioning (HVAC)** - Building systems including heating and cooling equipment and controls, fresh air supply, and natural ventilation. Improvements to indoor air quality (IAQ) may be recommended through the introduction and distribution of adequate ventilation air, control of airborne contaminants (chemical and biological), and maintenance of acceptable temperature and relative humidity (thermal comfort).
- **Electrical systems** - Assessing lighting fixtures, appliances, and plug loads.
- **Water** - Including the replacement of existing water fixtures and appliances with water-conserving models. This can involve a wide range of approaches including high-efficiency toilets, low-flow shower heads and faucets, and rain barrel collectors for gardens.
- **Alternate (renewable) energy sources** - Rooftop solar energy and wind energy opportunities.

### Climate Change Resilience Assessments

The opportunity to improve climate resilience should be flagged during the planning stage of building retrofits

through assessments. As extreme weather escalates, it will become increasingly critical to include an analysis of a building's ability to withstand significant changes expected in the coming decades.

According to Pembina Institute's primer on Climate Resilience and Deep Retrofits<sup>33</sup>,

*"To properly understand the capacity of buildings to withstand exposure to climate hazards, climate change resilience assessment (including vulnerability and risk assessment) needs to be integrated into early planning stages of both new and existing building retrofit projects. Climate vulnerability and risk assessments should also model interactions among multiple hazards and at various scales. This means they should assess the compounding effects of a wildfire happening at the same time as a heat wave and also consider building-level as well as neighbourhood and municipal infrastructure impacts. The outcomes of these assessments reveal the greatest risks a building is exposed to and are used to inform future-ready design strategies. By simulating building performance based on projections of future weather patterns and climate scenarios, designers can compare resilience of design alternatives and help building owners understand the long-term implications of their decisions."*

Energy efficiency upgrades should also consider impacts on the resiliency of a building, and vice versa. There are often positive co-benefits of efficiency upgrades like building envelope upgrades on resilience, however efficiency upgrades may also occasionally result in problems that worsen climate impacts. For example, a decrease in natural ventilation resulting from improvements to the seal of the building envelope could aggravate health issues tied to indoor air quality if not planned in an integrated way. In addition, resilience measures like more powerful cooling systems can add to building emissions if they are not carefully considered.

<sup>33</sup> <https://www.pembina.org/reports/climate-resilience-primer-2020.pdf>

### III. Decision-making

Following site visits and reporting, decisions need to be made on how the recommendations provided will be addressed. This requires discussions to build consensus on the approach. Options and approvals need to align with the democratic community governance model that defines the CLT model and enables low-income and marginalized tenants - even if they are not direct users/core members - to exercise democratic decision-making power over land<sup>34</sup>. This should be embedded in the decision-making process for building retrofits and the setting of priorities.

It is typical for an organization to propose a *business* case to seek funding, approval or both for an activity, initiative or project that identifies and explores options and develops recommendations for the proposed investment. This can then be evaluated based on financial analysis of the benefit, cost and risk of a project, and narrative with audience-specific communications and outreach strategies. Cost/benefit analysis must recognize there are both *monetary benefits* and *non-monetary benefits*, which may include the following:

#### Monetary Benefits

Directly energy-related	Building systems
<ul style="list-style-type: none"><li>• Reduced utility bills;</li><li>• Reduced exposure to risk of energy and carbon price escalation;</li></ul>	<ul style="list-style-type: none"><li>• Reduced maintenance costs (staff and materials, external service orders)</li><li>• Reduced rental turnover;</li><li>• Increased property values;</li><li>• Reduced insurance premiums;</li><li>• Avoided capital repair/replacement costs in future years;</li><li>• Reduced risk of critical system failures.</li></ul>

#### Non-Monetary Benefits

<ul style="list-style-type: none"><li>• Reduced carbon emissions</li><li>• Enhanced indoor environmental quality (IEQ) – tenant health &amp; comfort: improved air quality, thermal comfort, and satisfaction</li><li>• Social Equity – improve quality of life and improve participation of tenants in decision-making about their home environment</li><li>• Stimulate local employment, both through retrofit activity and recycling of resulting utility cost savings; drives organizational culture change; training leading to improved maintenance protocols and energy management practices.</li><li>• Job creation – Efficiency Canada currently uses a factor of 30 job-years created per \$1M invested in retrofits.<sup>35</sup> Employment impacts can be maximized by working with social enterprises that provide retrofit jobs to people facing barriers to employment.</li><li>• Enhanced resilience to adverse impacts from energy supply disruption and/or extreme weather events; more responsive buildings and operations with real-time alerts to help prevent &amp; manage arising issues</li><li>• Organizational resilience and opportunities for education</li></ul>
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<sup>34</sup>Strategic Plan, Pg 21

<sup>35</sup><https://www.scorecard.efficiencycanada.org/wp-content/uploads/2020/11/2020-Provincial-Energy-Efficiency-Scorecard.pdf>

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In addition, we can also consider:

- Capacity building - education and training to build sustainable knowledge and practices.
- Partnerships - with contractors, designers, consultants, planners, municipal and regional departments.
- Community Engagement - the opportunity to lead by example and implement energy efficiency strategies.
- Equity building - increasing value of real estate portfolio to assist in sustainable operation of the Land Trust

## Key Decisions

### Scale of retrofits

- Simple measures - A prescriptive set of one or few cost-effective energy efficiency measures evaluated and implemented in isolation.
- Complex measures - Projects coordinated with capital repairs and improvements that involve multiple energy efficiency measures, and are designed to achieve major reductions in net energy use or improvements in resilience.

### Improvements to quality of tenant space

- Some retrofit measures may be an added cost but will enhance indoor environmental quality (IEQ). An example of this type of measure could be the addition of air conditioning to units and common spaces that only had heating pre-retrofit.

### Savings versus energy and emissions targets

- Some retrofit measures may reduce energy use or emissions but may result in more vulnerability to cost escalations. An example of this type of measure could be the conversion of natural gas systems to electrical systems.

Applying a considered approach to decisions like these that assesses the full range of impacts for different options, and proactively seeks the input of key participants including tenants, operations staff, partners and technical advisors, will be important.

## IV. Implementation

This section relates to contracts, design, procurement, and site implementation necessary to realize retrofit projects. It involves a number of different trades and vendors. Professionals and firms in the retrofit industry provide goods and services related to improving the environmental performance of buildings, from planning to design, construction, operation, maintenance, renovation, and demolition. Partners can review the information gathered through building assessments and capital planning process and share expertise around project sequencing and bundling to prioritize cost savings measures throughout the project. Savings can occur from creating “economies of scale” when doing repairs at the same time.<sup>36</sup>

“The job creation potential of building retrofits is well established. Retrofits create jobs by increasing demand for new low- and no-carbon technologies, thus increasing jobs in manufacturing and distribution of goods. And they generate a demand for workers who can perform upgrades to buildings such as caulking windows, adding insulation, or replacing gas furnaces with heat pumps.”<sup>37</sup>

<sup>36</sup> “The Case for Deep Retrofits.” The Atmospheric Fund. 2020

<sup>37</sup> Environmental Defence, Blue Green Canada, and Clean Economy Alliance. “Building an Ontario Green Jobs Strategy,” 2017

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## V. Evaluation

### Measurement & verification (M&V)

Measurement & verification (M&V) is the process of planning, measuring, collecting and analyzing data for the purpose of verifying and reporting energy savings resulting from the implementation of *energy conservation measures* (ECMs). Undertaking this process before and after inspections is helpful to measure implementation effectiveness and cost. Before and after inspections are helpful to measure implementation effectiveness and cost. Protocols can be refined based on feedback and post-retrofit testing and key performance indicators can be defined to measure adoption post-implementation. Note: Key performance indicators refer to a set of quantifiable measurements used to gauge overall long-term performance.

*Commissioning* is a systematic, documented and collaborative process that includes inspection, testing and training conducted to confirm that a building and its component systems are capable of being operated and maintained in conformance with design intent.

### Tenant Engagement & Feedback

For occupied units, pre-and post-retrofit resident surveys are a key tool to better understand the effectiveness of energy retrofits as well as to build in layers of tenant engagement and consultation throughout the process. The Atmospheric Fund published their Pre- and Post-Retrofit Survey Analysis (2018) that shares residents' experiences of thermal comfort, usage of HVAC systems, drafts and odours, health outcomes, and more<sup>38</sup>. Residents perceive spaces differently and this can complement the technical data that the building collects e.g. from utility bills.

ACORN Canada has also worked tirelessly to push for tenant engagement in a retrofit process. This "Tenant engagement for maximizing co-benefits in energy and building retrofits" report highlights the opportunities and challenges that tenants face<sup>39</sup>. They also co-created the "Field Guide" to assist tenants, apartment owners and the construction industry navigate retrofit construction projects in Canada.

## VI. Examples of Community Driven Retrofit Projects

Green renovations or energy efficiency retrofits can happen at various scales -- one apartment unit, a single family home, or an entire housing portfolio. NLT has a significant opportunity to consider alternative community-driven approaches to retrofit projects. Here are some examples below.

### Carbon Co-op, UK

People Powered Retrofit  
Retrofit for All Toolkit  
Powering Down Together  
Additional Publications

### Sundance Housing Cooperative, Edmonton:

Sundance Housing Co-op  
Sundance Retrofit Project  
Sundance Housing Co-op Rehabilitation Project

<sup>38</sup> <https://taf.ca/publications/pre-post-retrofit-survey-analysis/>

<sup>39</sup> <https://acorncanada.org/resource/acorn-tenant-engagement-report-retrofits>

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# Annex C:

## Addition Resources

### Written Resources

#### Social Procurement

- Buy Social Canada (2021) - Exploring Community Wealth Building Through Social Procurement in Ontario
- Buy Social Canada (2021) - Guide to Social Procurement in Construction and Infrastructure Projects
- Buy Social Canada (2018) - A Guide to Social Procurement
- Buy Social Canada (2014) - Exploring Social Procurement
- Cooperative Enterprise Council (2020) - Local and Social Procurement
- Democracy Collaborative (2015) - Cities Building Community Wealth
- MaRS Discovery District (2019) - Social Enterprise Procurement Playbook
- Mowat Centre (2016) - Community Benefits and Social Procurement Policies
- Reeve Consulting (2020) - Sustainable and Social Procurement Lingo

#### Social Housing and Community Land Trusts

- Bronx Cooperative Development Initiative (2021) - What is Economic Democracy?
- Homes for All (2018) - Communities Over Commodities: People-Driven Alternatives to an Unjust Housing System
- MIT CoLab (2020) - A Guide to Transformative Land Strategies
- PUSH Buffalo (2017) - The Green Development Zone as a Model for a New Neighborhood Economy
- Rob Howarth (2017) - How social service agencies can help build a collaborative and caring economy

#### Indigenous Solidarity

- Cooperative Housing Federation of Canada (2020) - Reconciliation Toolkit
- National Inquiry into Missing and Murdered Indigenous Women and Girls (2019) - Reclaiming Power and Place: Calls for Justice
- Resource Generation (2018) - Land Reparations and Indigenous Solidarity Toolkit
- Truth and Reconciliation Commission (2015) - Calls to Action

#### Community Reports

- Parkdale Neighbourhood Land Trust (2021) - Strategic Plan 2021-2025
- Parkdale People's Economy (2019) - Parkdale Community Wealth Building
- Parkdale People's Economy (2018) - Parkdale Community Benefits Framework
- Parkdale People's Economy (2016) - Parkdale Community Planning Study



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# Local Social Enterprises and Training Programs

The following page provides examples of local and social contractors in the trades and directories for identifying potential partners.

## Building Up

Building Up runs a paid preapprenticeship program to train individuals facing barriers to employment in construction.

## Parkdale Property Management

Parkdale Property Management (formerly The Silver Brush) is a Parkdale-based property maintenance enterprise that provides employment opportunities for consumer survivors.

## Miziwe Biik

Miziwe Biik Aboriginal Employment & Training offers a range of services, including an Intro to Home Renovation program.

## Hammer Heads

Hammer Heads is a training program within the construction industry offering apprenticeship career opportunities for youth.

## Brook Restoration

Brook Restoration offers a preapprenticeship training program that has trained local Tibetan youth in construction.

## Out of the Box

Out of the Box provides trades training for racialized communities that offers decent wage jobs with benefits in construction.

## Other Social Vendors Directories

- AnchorTO's Vendor Portal for Indigenous, Black & diversely-owned enterprises
- York University Social Procurement Vendor Portal Directory
- Toronto Community Benefits Network's directory of its membership: Community, Labour, and Social Enterprise
- Buy Social Canada's directory of Certified Social Enterprises

# Inspiring Community Initiatives

## Oakland Community Land Trust / oakclt.org

Oakland Community Land Trust (OakCLT) is a community-controlled organization committed to expanding and preserving affordable housing and economic development opportunities for Black, Indigenous, communities of color, and low-income residents of Oakland. OakCLT is currently focused on three core initiatives that parallel the work of the Parkdale Neighbourhood Land Trust: housing, food, and employment.

### OakCLT has 3 Core Initiatives

1. **Residential Anti- Displacement**
2. **Land Access for Food Production**
3. **Career Pathways & Construction Training**

### Construction Training Youth Employment Partnership

In the wake of the foreclosure crisis in 2010, OakCLT partnered with the City of Oakland through a federally-funded Neighborhood Stabilization Program to acquire and rehabilitate 16 single family scattered-site homes across Oakland. OakCLT also created a program in 2017 to support tenants facing eviction and displacement

pressures by acquiring their single family homes through the land trust and working with households to eventually transition ownership of the homes to each family. OakCLT has acquired 6 properties through this strategy. To support the rehabilitation process of its homes, OakCLT built an alliance with Youth Employment Partnership (YEP) in 2014 to provide Oakland's young adults with the employment and educational skills and certifications they need to build net zero energy homes. Through this workforce development partnership, OakCLT and YEP are working with trainees to hone their skills in the trades while building permanently affordable homes to be sold to low-income families. OakCLT remains committed to making vacant land available to YEP for the construction of new homes through their construction training program for young people.

*"We feel that giving residents the knowledge, skills and ability to transform their neighborhoods one lot at a time will have short- and long-term impacts on program participants, neighborhoods, the environment and low-income families."*

- Youth Employment Partnership





## **PUSH Buffalo / [pushbuffalo.org](http://pushbuffalo.org)**

People United for Sustainable Housing (PUSH) Buffalo is a membership-based community organization dedicated to reclaiming homes for occupancy by low-income residents in Buffalo's West Side. PUSH's redevelopment efforts in the 25-block neighbourhood known as the "Green Development Zone" has led to the creation of a number of social enterprises, worker cooperatives, and job pipelines to advance local employment and climate resiliency. People United for Sustainable Housing (PUSH) Buffalo combines green affordable housing construction, community-based renewable energy projects, housing weatherization, green jobs training and urban agriculture toward the goal of creating pathways to employment for neighborhood residents while improving housing conditions and reducing the neighborhood's carbon footprint.

### **Workforce Development**

PUSH Buffalo has been creating a growing infrastructure in partnership with labour unions and employment training programs to support workforce development and training opportunities in climate

retrofits. PUSH is currently building a Sustainability Workforce Training Centre to mobilize residents to create strong neighborhoods with quality, affordable housing; to expand local hiring opportunities and access for BIPOC communities in the fields of clean energy and sustainability; and to advance economic and environmental justice. PUSH Buffalo has been advancing this work for years through its two job training programs - PUSH Blue, which focuses on green infrastructure, stormwater mitigation, native plants, integrated pest management, and community gardening, and PUSH Green, which is a community-based energy efficiency program. Since 2014, PUSH has also operated a Community Hiring Hall to build a community jobs pipeline strategy of engaging low-income communities of color and disconnected workers in the struggle to create an equitable community-controlled green economy. Since 2014, PUSH has also supported Cooperation Buffalo in assembling a team of workers, trainers, advocates, and technical assistance providers working to build worker-owned cooperative businesses across Buffalo.



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## Affordable Housing & Community Space

PUSH Buffalo integrates its workforce development activities to rehabilitate affordable and sustainable housing in the Green Development Zone in Buffalo's West Side. One of their most recent projects, School 77, involves repurposing a formerly vacant public school that has been transformed into 30 solar-powered affordable senior apartment units and a community center featuring a green roof and eco-landscaping. PUSH Buffalo also operates the Grant Neighbourhood Centre as a community drop-in and acquired a Commercial Property that they rent out to commercial tenants at an affordable rate. They have a Community Development Committee made up of resident leaders who reviewed business plans from applicants who were interested in leasing the units, with the mandate to prioritize emerging businesses run by people of colour.

## Community Organizing

Foundational to PUSH Buffalo's work is community organizing aimed at building a more equitable, resilient and just Buffalo for all. With a core focus on building community power, the organizing team incorporates a values filter inspired by Movement Generation's Just Transition Framework to inform all decisions on campaigns, projects, events or other important pieces of work at the intersection of housing and climate justice. For example, when the Green Development Zone was first forming, PUSH organizers canvassed the area to generate applications for Federal stimulus funds earmarked for weatherization. In a matter of two weeks, PUSH submitted more than 400 applications on behalf of residents for weatherization projects, which included insulation and window replacement. This intervention generated approximately \$2 million in investment.



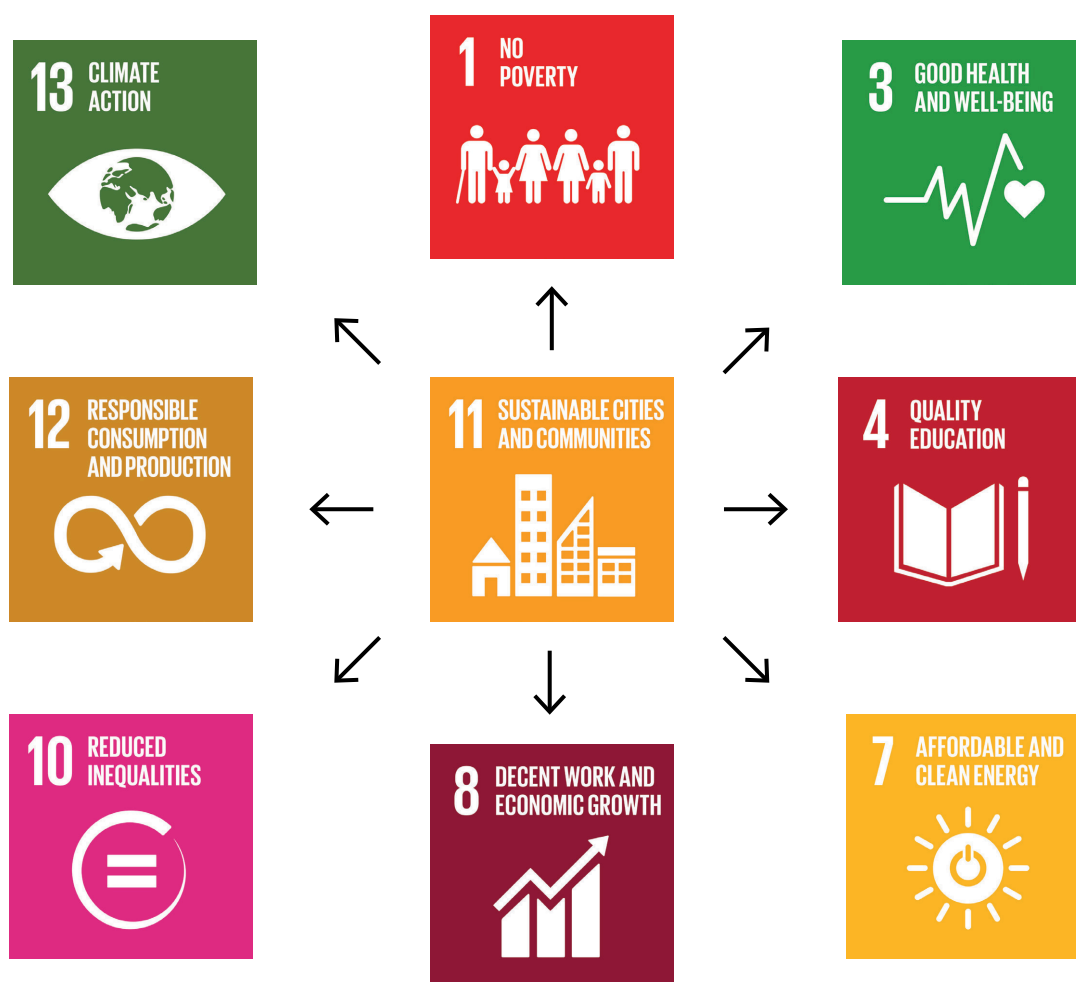


# Annex D:

## Sustainable Development Goals

### How social housing contributes to the Sustainable Development Goals

The Sustainable Development Goals were developed by the United Nations General Assembly in 2015 and are meant to be accomplished by 2030 as a collective global effort. In international solidarity, NLT has chosen to connect the work we are doing locally to a broader mission for a more sustainable and equitable world.



Source: The Good Economy

# Annex E:

## Tracking the framework metrics

### Impact Area 1: Community economic development

What to track	When to track	How to track
\$ procured from, # and description of contracts awarded to organizations with social procurement criteria (see list above)	Annually (note: from here on, this refers to the end of the first quarter)  OR at each contract awarded	Create a tracking spreadsheet of all contractors with financial amount, brief description of contract activities, and checkboxes for each social procurement criteria  Write a short narrative paragraph to share in an annual Social Procurement & Sustainability report  Write up one or two highlights or success stories to share with partners and community members.
Target met: 1-2 enterprises that fit the social procurement criteria contracted by the land trust for the Scatter Homes portfolio	End of 2022	Determine if contracts given to 1-2 enterprises fit the social procurement criteria
Target met: 30% of the monetary value of contracts signed are provided to social contractors	End of 2025	From the tracking spreadsheet, determine the percentage of the total monetary value of contracts that are provided to social contractors annually. It is also possible to track the total number of contracts that are provided to social contractors.

## Impact Area 2: Decent Work

What to track	When to track	How to track
# & description of partnerships with social hiring & training programs / organizations	Annually  OR at each partnership developed	Create a list of all partnerships with social hiring & training organizations, that includes description of activities and partnership agreement  Write up one or two highlights or success stories
# & description of local jobs created that have hired equity-deserving people with living wages	Annually	Summarize local jobs that hired equity-deserving people with living wages created directly by NLT (could track at every job posting)  Request a summary or list of such jobs from partner organizations
Target: 1-2 partnerships established with employment service providers and or alternative community partner	End of 2022	Determine if partnerships established with 1-2 employment service providers and or alternative community partner
Target: Approximately 40 - 50 trainees work on the scatter homes over the first 5 years	End of 2025	Request the # of trainees who worked on the scatter homes annually



## Impact Area 3:

### Environmentally responsible buildings

What to track	When to track	How to track
# and description of renovations made that reduce energy use and emissions and/or increase other sustainability measures	Annually  OR at each renovation contract	With the help of renovation contractors, develop a tracking mechanism for each renovation at every building, which includes the # of renovation, type of renovation, objectives (e.g. primarily to improve insulation, ventilation, etc.), estimated energy and emission reductions as a result of the renovation, \$ of operational savings
Annual tracking of progress through these renovations: - % of energy reduction - % of greenhouse gas emissions reduction -\$ in operational savings	Annually	See above  Summarize energy and emission reductions, financial savings, and objectives met from all completed and ongoing renovations that year
# of renovations made to improve tenant health, well-being and comfort	Annually	Summarize how completed and ongoing renovations are proactively improving health and quality of life considerations for tenants in NLT's portfolio
\$ spent on enterprises with climate and/or environmental goals/focus	Annually  OR at each renovation contract	Track \$ going to enterprises with climate and environmental goals (can be done in the social procurement tracking table)  Write up one or two highlights or success stories
Description of low-carbon building materials and measures utilized to consider embodied carbon and circular economy	Annually	Request information from renovation contractors regarding low-carbon building materials and measures in their work on NLT homes
# of gallons of water per occupant	Annually	Identify # of gallons from utility bills

What to track	When to track	How to track
# and % of buildings with full range of accessible waste diversion services (recycling, organics, household waste, etc)	Annually	Create a list of all buildings with each of their accessible waste diversion services, with notes on any unique waste initiatives (e.g. cooking oil collection)
# of cubic yards per household waste per year	Annually	Identify # of cubic yards from the waste bills – this metric is measured via garbage bin size, billed three times per year or monthly if multi-residential building
Target: 25% - 45% reduction in both energy usage and greenhouse gas (CO2e) generation (based off 2021 energy audit estimates) within the five-year plan	End of 2025	With the help of contractors, assess the difference between estimated reduction in energy usage and carbon emissions as a result of the renovations conducted within the five-year plan
Target: 20% of Capital Projects undertaken in the first 5 years are related to measures to reduce energy consumption and emissions	End of 2025	<p>Assess what percentage of renovations and capital projects undertaken in the first 5 years for the NLT portfolio were for energy consumption and emission reduction measures</p> <p>Write up one or two highlights or success stories</p>

## Impact Area 4:

### Community climate resilience

What to track	When to track	How to track
# of climate resilience-related information sessions and communication materials to tenants	Annually	Summarize of all information sessions and communication materials available to tenants that relate to local climate resilience  Write up one or two highlights or success stories
# & description of waste reduction measures	Annually	Write up one or two highlights or success stories
# of tenant-led environmental initiatives related to the scatter homes	Annually	Write up one or two highlights or success stories
Description and amount of green space available to residents, which may include biodiversity/pollinator gardens, food growing space, community gardens, etc.	Annually	Identify the baseline of green space currently available to tenants as part of the scatter home portfolio and consider an annual survey to measure how many tenants report using the greenspace  Compile a summary of green space available to residents, including any improvements made in the past year
Targets: - Implement 1 tenant communications campaign on reducing consumption - Implement 1 biodiversity and green space improvement	End of 2022	Summarize activities and materials created for the campaign  Write up highlight or success story
Targets: - Ongoing program / annual campaign on reducing consumption - Implement 5 biodiversity and green space improvements	End of 2025	Summarize ongoing program / annual waste, water, energy consumption campaign  Write up one or two highlights or success stories from biodiversity and green space improvements
Target: Develop Climate Resilience Plan	End of 2025	Develop a public-facing report, including an update to this social procurement and sustainability framework, to share climate resilience plan with all relevant stakeholders





Parkdale residents celebrate Parkdale Solidarity Flag Mural Launch, 2016.



**Parkdale  
Neighbourhood  
Land Trust**

**+**

**Neighbourhood  
Land Trust**