BUY/SUPPORT LOCAL

Stakeholder Engagement Summary

July 2018

Background

At the April 26, 2018 meeting of Council, there was a motion put forward asking the City of Winnipeg's (the City's) Public Service to consult with stakeholders on options to amend the Materials Management Policy to implement a buy local procurement procedure and other ways to support local businesses to participant in the City's procurement processes. The Public Service was also directed to report back to Council in 90 days with recommendations.

Following the motion, the Public Service worked to develop a plan to gather stakeholder input to develop recommendations for Council review.

Engagement

In order to develop options to present for Council review, the Public Service consulted with stakeholders to:

- Inform stakeholders about current procurement practices and the City's investigation into buy local procurement procedures;
- Gather input and insights on "buying local" in order to develop options to for buying/supporting local;
- Gather input on ways that the City can better support local businesses to participate in the City's procurement processes.

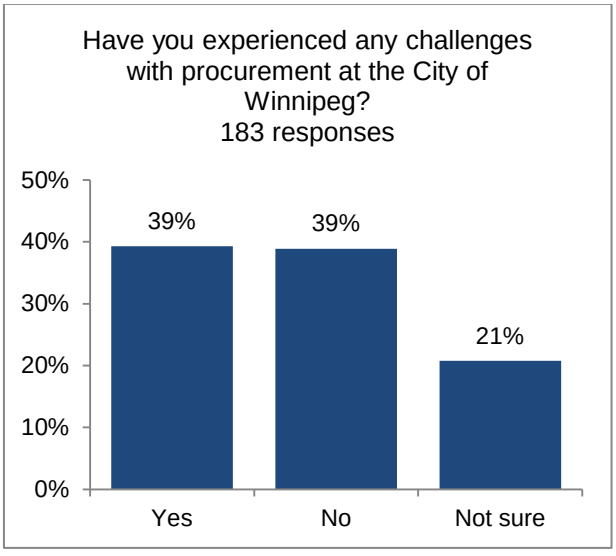
The City met with a group of stakeholders to discuss buying/supporting local and will be collecting feedback through an online survey until May 31, 2018. The results in this summary are intended to provide a brief overview of the feedback received.

At the stakeholder meeting and following the release of the survey, several stakeholders noted their concerns with the lack of survey questions asking about level of support for local procurement (there was no option to agree or disagree with buy-local policy). This concern was noted, and although the level of support and lack of support for the initiative was recorded at the stakeholder meeting, the purpose of the stakeholder engagement process was to learn about procurement challenges, and gather input to develop local procurement options to present to Council, rather than gauge support.

The survey and stakeholder meetings were promoted through contacting stakeholder directly.

What We Heard

- Stakeholders noted the need to define the objectives of buy local procurement and determine the correct tools to reach those objectives.
- A range of views on the value of buy local procurement policies were brought forward and discussed; some stakeholders noted the value in recognizing the local contribution of organizations and others noted that preferential treatment may create an environment with less competition.
- Improved communication and dissemination of tools and information were noted as critical elements to supporting local business to participate in procurement.
- There was a desire amongst some stakeholders at the stakeholder session towards supporting local businesses without preference through procurement policies.
- Some comments from stakeholders centred on the importance of creating a positive business environment for local businesses outside of the procurement process.



Date	Activity	Details
Survey open from May 15 to 31, 2018	Online survey	Online survey circulated to stakeholder list of 19 organizations. The survey was circulated by stakeholders and was completed by 346 participants.
May 24, 2018	Stakeholder meeting	19 stakeholder organizations were invited to participate in a stakeholder meeting. 15 representatives from 10 organizations attended the meeting.

Results

Stakeholder meetings and survey results were analyzed and categorized into themes for ease of responding and reporting. Responses to open-ended questions were given a thematic code and quantitative survey responses are represented in graphs and tables. Notes from the stakeholder meeting and full survey results can be found in Appendices D and E.

Participants

- Stakeholder groups represented industries within construction, trade, trade, and export, as well as Chambers of Commerce, advocacy groups, and social enterprise organizations.
- 288 of 338 (85%) survey respondents own or work for a Winnipeg-based organization.
- 83% consider their organization to be small or medium sized (211 small and 69 medium of 335).
- 26% of survey respondents had bid on a City of Winnipeg contract before, 63% had not, and 11% were not sure.
- Of those who had bid, 73% (62 of 85) were successful and 23% (20 of 85) were not.
- Most survey respondents (50%) specialize in supply of service work.

Experience with Procurement

Stakeholder meeting participants noted challenges they had experienced with procurement at the City of Winnipeg, including limited timelines, bundled bid opportunities, lack of communication, lack of debriefing, lack of understanding of processes, lack of awareness of opportunities, and technical language. The open-ended survey question asking respondents to describe their experience with procurement at the City of Winnipeg received 51 responses; 35 negative; 7 positive; 5 neutral; and 4 not applicable. Negative responses were similar to the stakeholder meeting discussion, and described challenges with the process, cost-based evaluation, staff, and lack of debriefing.

Survey respondents were asked to identify the challenges they had experienced from a list and were asked to describe their experience in an open-ended question. Lack of resources was the challenge most identified by respondents (86 of 179) as something their organization has experienced. The challenge experienced by the least respondents (49 of 179) was that payments for contracts is too slow.



Areas for Improvement

Stakeholder meeting participants were asked to identify areas for improvement where the City could do more to support local businesses to participate in procurement. Improved communication was noted in all four group discussions. Unbundling of contracts, improved debriefing processes, and increased transparency were noted in the discussions. The desire to include social procurement practices was also brought up as an area for improvement.

Stakeholders also noted the need to improve the business environment for local businesses, beyond procurement.

When asked for the level for support for actions to support local businesses, most survey respondents strongly agreed or agreed with all of the supports, with a weighted ranking in the following order:

1	Identify contracts that could be procured locally and promote those opportunities to local businesses.
2	Access to City of Winnipeg contacts to ask questions during bidding and following award.
3	Updates on new bid information that are most relevant to the organization, as determined by them.
4	Simpler, less complex tender documents.
5	Checklists to guide bid writing.
6	Access to resources on how to follow tender instructions.
7	Encourage outside contractors to partner with local businesses when awarding contracts.
8	Unbundling larger contract packages, where practical.
9	Updates through social media when tender documents are posted.
10	Presentations on procurement processes.

When asked what other actions could be taken, we received 17 responses, including suggestions similar to the stakeholder discussion around weighting social value, simplifying procurement documents, and making opportunities clear. Other suggestions included Indigenous procurement initiatives, and following models used by other levels of government.

Defining "Local"

During stakeholder meetings, participants raised the challenges around defining local and brought up a few parameters that could be applied. Three groups noted that investment and local impact on the City could be one approach towards defining local. While one group mentioned local ownership, another noted that local ownership does not measure local impact, so ownership would not be an effective measure. In the online survey, participants were asked for their definition of local, if they wanted to share a definition that was not listed in the survey. Several responses indicated that local should be defined using a combination of several of the parameters listed, such as ownership, contribution, and physical location.

Survey respondents were asked to rank objectives of a definition of "local". The weighted ranking of the objectives resulted in the following order:

1	More than a certain percentage of assets (physical and financial) located locally.
2	More than a certain percentage of revenue from local transactions.
3	More than a certain percentage of suppliers/service providers who are city residents.
4	More than a certain percentage of employees who are city residents.
5	More than a certain percentage of owners who are city residents.
6	At least one physical location in Winnipeg.
7	Headquarters main office in Winnipeg.
8	Has a local business license and pays local property taxes, business taxes, and/or sales taxes.

Survey respondents were then asked to rank definitions of "local". The weighted ranking of definitions resulted in the following order:

1	More than a certain percentage of assets (physical and financial) located locally.
2	More than a certain percentage of revenue from local transactions.
3	More than a certain percentage of suppliers/service providers who are city residents.
4	More than a certain percentage of employees who are city residents.
5	More than a certain percentage of owners who are city residents.
6	At least one physical location in Winnipeg.
7	Headquarters main office in Winnipeg.
8	Has a local business license and pays local property taxes, business taxes, and/or sales taxes.

What We Heard	How It Was Considered*
Tender documents are complicated and the language is difficult to understand, limiting the organizations that can participate.	The Public Service is recommending improved communication with potential bidders. Plain language contract documents are part of the plan to improve communication.
Unbundling of contracts to a level that is appropriate for Winnipeg and Manitoba-based businesses would allow for greater competition.	The Public Service is recommending a review of contracts that may be suitable to be awarded in smaller contracts.
Online survey respondents rated Identify contracts that could be procured locally and promote those opportunities to local businesses as the highest supported action to support local businesses (66% very supportive).	The Public Service is recommending improved communication with potential bidders. Promotion of opportunities and how to participate in procurement is part of the plan to improve communication.
Analysis with regards to social enterprise should be explored to recognize the local benefits provided by social enterprise.	At this time, the Public Service is recommending focusing on supporting local businesses to participate in procurement and may explore policy related to social enterprise in the future.
Top ranked objective of a definition of local: Reflects that economic activity is kept local rather than outsourced. Top ranked definition of local: More than a certain percentage of assets (physical and financial) located locally.	The challenges of defining local are recognized and at this time, the Public Service is recommending focusing on supporting local businesses to participate in procurement and may explore policy related to buying local in the future.
Communication should be proactive and reach out to Winnipeg businesses so they are aware of opportunities and how to stay informed on procurement opportunities. 50% (84 of 173) of survey respondents indicated that they have experienced the following challenge: My organization does not have the resources to monitor opportunities and we are not aware of what is available.	The Public Service is recommending improved communication with potential bidders. Proactive contact with local businesses is part of the plan to improve communication. Local businesses currently have the opportunity to sign up for updates, rather than monitoring opportunities and this newsletter sign up will be promoted as part of improved communication.
Debriefing is important. A proactive, automated summary including the history of bids, successful bids, and how the bidder ranked would be helpful and should answer the question “why didn’t I win?”	The Public Service is recommending improved communication with potential bidders through promoting the debriefing process. The Public Service is also recommending increased transparency through access to historical bid data on the Open Data Portal.
Bidding timelines are not long enough to allow for local businesses enough time to put together a successful bid.	The Public Service is recommending improved communication with potential bidders. Improved communication with potential bidders is intended to improve bid awareness, allowing for maximum timelines to prepare bids.
Value driven procurement should be explored as opposed to price driven procurement.	Currently, bids are evaluated based on a range of criteria, depending on the service required, which includes price.

*Final recommendations will be submitted for Executive Policy Committee (EPC) and Council review.

Conclusion and Next Steps

Stakeholder input in this process provided insight into the challenges and perspectives of businesses that participate or wish to participate in the City’s procurement. The input is also valuable in directing steps that can be taken to support local involvement in procurement.

Stakeholder input and jurisdictional scan results will form the basis for recommendation of options to EPC and Council. Stakeholders who participated will be updated as this initiative moves forward.

Appendices

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Appendix A – Invitation to stakeholder meeting

Date: Wednesday, May 9, 2018

Subject: Invitation to discuss Winnipeg's Buy Local Procurement Procedure

Good afternoon,

The City of Winnipeg (the City) is looking into a local procurement procedure and how to better support local businesses to participate in the City's procurement processes. To that end, we will be conducting stakeholder engagement on the topic to complement our research on practices in other cities.

As a representative of an organization that may have an interest in the review, we would like to get your input and insights on "buying local" and "supporting local businesses" in order to develop options for Council consideration. You are invited to attend one of the following stakeholder sessions:

Date:	May 23, 2018	May 24, 2018
Time:	1:30 p.m. – 3:30 p.m.	9:00 a.m. – 11:00 a.m.
Location:	2nd Floor Meeting Rooms Susan A. Thompson Building 510 Main Street, Winnipeg	2nd Floor Meeting Rooms Susan A. Thompson Building 510 Main Street, Winnipeg

To confirm your attendance, please RSVP to cgreen@winnipeg.ca or call 204-986-4097 before May 21, 2018. If you are unable to attend, please direct us to another contact from your organization. To ensure we do not exceed capacity, we ask that a maximum of two representatives from each organization attend.

Once the review and public engagement process is complete, the Winnipeg Public Service will write a report, to be considered by City Council, making recommendations based on stakeholders' feedback.

If you have any questions regarding the review or the stakeholder sessions, please do not hesitate to contact me directly. If you require alternate formats to participate, please include that information in your RSVP.

Regards,

Catherine Green
Procurement Coordinator
City of Winnipeg, Materials Management Division

Appendix B – Invitation to take the survey

Buy/Support Local Survey

Support for Local Businesses

The City of Winnipeg is consulting with stakeholders on a local procurement procedure and how the City can better support local businesses to participate in the City's procurement processes. If you are a local business owner or have an interest in the City's procurement process, please take the time to complete this short survey to provide your input.



The survey asks for your input on:

- the procurement challenges you face
- how you think the City could better support your organization
- your definition of "local"

Visit www.surveymonkey.com/r/cityofwinnipegbuylocal to complete the survey before May 31.

For inquiries or for those who require alternate formats or interpretation in order to participate, please contact **204-986-4243** or **City-Engage@winnipeg.ca**.

Appendix C – Stakeholder meeting agenda

Buy/Support Local Stakeholder Session

Introduction

Thank you for attending this stakeholder session. We are here to facilitate a discussion about local procurement and hear your ideas around better supporting local businesses. As representatives from local organizations, chambers of commerce, and industry associations, you have direct knowledge of how local businesses can be better supported by the City of Winnipeg to participate in procurement processes.

- The purpose of this meeting is to gather input as part of the City's investigation into supporting local procurement and local businesses.
- The feedback you provide through guided discussions will provide valuable perspectives for consideration as part of recommendations on how the City can better support local businesses.

Agenda

1. Introduction
2. Presentation
3. Discussion
    a) Discussion Topic #1: Procurement challenges
    b) Discussion Topic #2: Areas for improvement
    c) Discussion Topic #3: How do you define "local?"
    d) Discussion Topic #4: Working together to move forward
4. Conclusion and Next Steps

Thank you for attending and sharing your thoughts and opinions with us. Please ensure we have your contact information so we can be in touch as this initiative moves forward. We appreciate your time and input. Please remember to complete the online survey and circulate to your networks.

Appendix D – Stakeholder meeting notes

Buy/Support Local:
Stakeholder Meeting Notes

Date: Thursday, May 24, 2018

Time: 9 a.m. – 11 a.m.

Location: 2nd floor conference rooms, Susan A. Thompson Building, 510 Main Street

Attendees: 15 participants

Organizations represented:

- City of Winnipeg – Materials Management, Mayor's Office, and Office of Public Engagement
- Manitoba Heavy Construction Association
- Winnipeg Construction Association
- Winnipeg Chamber of Commerce
- Manitoba Chamber of Commerce
- Manitoba Business Council
- Canadian Federation of Independent Business
- World Trade Centre Winnipeg
- Canadian Community Economic Development (CED) Network
- Manitoba Green Retrofit
- Canadian Manufacturers and Exporters

Overview

- The goal of this meeting was to bring stakeholders together to discuss buy/support local and gather input on how the City should approach local procurement. 19 stakeholder groups were invited to participate in one of two stakeholder meetings. Due to low response to one of the meetings, only one meeting was held. Participants were notified of the change.

- The meeting began with a 10 minute presentation by the Materials Management division. The presentation included background information and current practices.

- Following the presentation, a participant noted their concerns with the approach towards the survey and that the survey did not ask for the respondent's level of support for local procurement. The participant thought the survey should provide more context and an opportunity to provide input on the merits of a buy local procurement policy. The participant noted that they did not circulate the survey and did not participate because they felt it would imply support for a local procurement policy.

- Stakeholders were asked to spread out amongst the four tables in the room to ensure those representing the same organization would participate in different discussions. Discussions were guided by five key questions.

- Members of the Materials Management division sat in on the conversation and were available to take notes and help facilitate discussion if needed.

- At the end of the discussion, next steps and timeline were provided to participants. Participants asked for dissemination of preliminary findings and a commitment to send a summary of what the City heard from stakeholders was made.

- Several stakeholders expressed gratitude for the opportunity to participate at the end of the stakeholder meeting.

Question 1: What are the challenges facing small businesses when it comes to procurement?

Group 1

- Better understanding of the City's procurement process.
- Method/process to differentiating between suppliers.
- Getting in front of the RFP:
    - Advance notice
    - City's procurement schedule
    - Longer "lead time" (posting period)
- Posting period/lead time too short for businesses with smaller operations.
- Availability for City's procurement plans/schedule.
- Concerns for contract standardization, Contracts are not standardized in regards to other contract layouts that suppliers are accustomed to in their industry:
    - Incorporate industry standard contracts/contract layout into City's Contracts
- Better understanding of large contracts (Legal and industry standard terminology/language) as small businesses have little knowledge or the expertise of the technical language:
    - Clarity – Use plain language in documents to help businesses with little technical expertise better understand the requirements and other aspects of the documents.
- Ensure businesses have local employment standards.
- Excessive information in the tenders/RFP.
- Unbundling of the work under one large tender/RFP, put up tenders for sections of the total Work as opposed to one tender for the combination of Work:
    - Provides opportunity got innovation and cooperation between businesses.

Group 2

- Communication:
    - Notices in the newspaper which no one reads anymore, and now there is a website.

    - Communicating more with small businesses about opportunities - could be with social media. New businesses do not know to check the website all of the time.
    - Promote the Materials Management newsletter sign up.
    - Have to communicate that there are ways of finding out about bid opportunities. The City of Winnipeg has inventory of businesses (send out tax information, etc.), “if you are a seller of goods or services, here is how to ensure you get everything you need in a timely basis.”
    - If problem is ensuring businesses bidding are aware of opportunities, small to mid-sized businesses are challenged on a daily basis. “If you sign up we'll send you the alerts.”
    - There are ways of communicating that aren't a presentation, etc. Get it into the hands of the businesses. How to get it right in front of them? Business owners do not always have time to search the City of Winnipeg website.
    - Use the City's database to communicate with businesses.
    - Could use refrigerator stickers.
- The notification system should allow for specification so a business owner is not sorting through many emails (clarification: the current system allows for selection of 10 different commodities).
- Business environment is challenging:
    - Business tax on small business
    - Start with the basics - City administration that is run efficiently and effectively.
    - City environment should be competitive including business taxes, property taxes, oversight, etc.
    - Run a good system to start with a solid economic framework.
- If contracts are packaged so large and with complexity, has come to pass where there is not a construction company who can fulfill specifications - not bonding capacity
    - Suggestions: package the contract in a way that respects the capacity of your industry. If putting out a contract that is so large that the only bidder that could qualify are those from larger jurisdictions.
    - Break up the contract into pieces.
    - Size and scope is important.
    - Bids are mindful of the capacity of Manitoba business without compromising the overall cost.
    - Do not want to prevent external bidders, want to be part of the bidding process.
    - The more bids, the better. More competitive is better. For example, the expansion of the floodway was unbundled - size and scope was scaled so provincially, the industry could bid.

Group 3

- Evaluation procedure
    - City only uses low price (RFP/Tender)
        - Alt. Design
        - Substitute

- How do we communicate to small businesses
- Debrief
- Annual report
- No intention to thwart growing local economy
- Repeatedly cite City's process
    - Document
    - Procurement model province should follow

Group 4

- Costs to supply anything i.e. work, goods
    - Costs of tender preparations
    - The time it takes to submit a response
- Robust tendering process
    - This needs to change
- Highly technical language for projects that potentially do not require it. Specifically the General Conditions for small jobs
- The City of Winnipeg is difficult to work with
    - Crown corporations (i.e. Hydro), the Province and the Federal government are easier to work with.
    - These entities are easier to work with because they are more willing to find solutions as a team; whereas the City has a rigid process and will not budge
- Not receiving bids that relate to the company's work.
- Stats of projects that go over the total bid price.
- Industry may react retaliatory against the City if the buy local were to pass.
    - I.e. other municipalities or provinces will follow suit which will exclude Winnipeg companies to bid on those projects.

Question 2: Do you see areas for improvement where the City could do more to support local businesses to participate in procurement?

Group 1

- Less bundling of contracts under one tender/RFP.
- Encouraging supplier cooperation and sub-contracting.
- Community benefits incorporated into projects:
    - Longer lasting beneficial effects and not simply just immediate service (i.e. Sustainability)
    - Focus on suppliers/projects providing benefits such as creating local opportunities and utilizing local labour
    - Other Cities utilize community benefit clauses
- Debrief meetings:
    - "What could I have done to get the job?"
- RFP over tenders for construction and other large projects (evaluation on more than just price, consider quality, sustainability, community and economic benefits).

- Make available and utilize percentage of business for the City of Winnipeg (Local vs National suppliers in business with the City).
- Identifying Non-Manitoba companies.
- Everyone is busy, encourage changes to local business.
- Create transparency in local encouragement/communication.
- Provide more opportunities to local businesses.
    - Promote opportunities to smaller local businesses with fewer capabilities than larger corporations by unbundling larger projects (tenders) into smaller projects (tenders) instead of relying on larger corporations to reach out for sub-contracting.
        - Example: instead of 1 large tender comprising of 4 sections of work, make 4 separate tenders for the work.

Group 2

- Social enterprise weighting could be implemented to favour those who reduce impact on resources in other ways.
    - E.g. City bidding on social housing etc., would like to see something similar. Social enterprise does not take government funding. Costs are slightly different, but help if procurement process recognizes the contribution of these organizations.
    - E.g. Toronto - weighted process for social enterprise.
    - Weighting for social enterprise would not be geographic and could apply to work with social benefit.
    - Social return on investment analysis would be required. Cost saved to social services, etc. Could break down in terms of weighting for social enterprise - hiring people from a certain area, buying locally, etc.
- Question around whether procurement policy the best way to get at the social benefits of an activity.
    - Is there another way of dealing with it?
    - Social policy should be out of procurement.

Question should be: what does the City want to incentivize? Environmentally responsibility? Social responsibility?

- Encourage social enterprise-like behaviour.
- Would be an interesting tool to explore - how have other cities done this?
- Encourage behaviour throughout the sector.
- Price should be primary determinant if not sole determinant.
- Requirements that relate to environment or other things.
- Pre-qualification phase so when it gets down to procurement, nothing left but price
- Provide an opportunity to debrief
    - Simplify the process of debriefing - electronic return email. Why didn't I win? Electronic email that shows a comparison between them.
    - Show competing bids and then you know where you fell - and where the bid fell short Click on tender, when closed, will show bids that came in and what they bid

at. Don't know who was selected. Award process is after. Better communication of this is needed.

- Ability to compete comes back to the big picture - if operating a business that has been there for years, subject to higher demands, and other issues they are increasing costs and it is making more difficult to continue doing business.
- To support local business, how to treat local business and is it likely they are going to be able to compete? Not giving extra credit because they are from Winnipeg. An efficient, well delivered regulatory regime has to be a foundation.
- Attitudes should shift towards supporting local business beyond procurement policy. Buy local would be the same protectionism as tariffs from Canada to the US.
- Specifying local may be challenging, but environmental and social is different and that is not geographic. Taxpayer dollars supporting local economic development through this type of approach should be explored.

Group 3

- Communicate with businesses.

Group 4

- Ask City of Winnipeg employees to live in Winnipeg.
- Companies who haven't won a tender in the past, has discouraged them from submitting tenders in the future.
    - Smaller companies are losing to bigger companies because they are more sophisticated.
- Making the bid process less onerous.
- Process could be improved if there was a qualifying process.
    - Companies are receiving requests for quotes that are outside of what the company does.
- Scope of Work that is too broad where small companies have to subcontract to other companies which they do not want to do.
- Performance Bonds can be an issue for small companies.
- Companies are getting costs overrun.

Question 3: What opportunities do you see that the City can better promote or enhance to support local businesses?

Group 1

- Direction and Transparency
- Unbundling large tenders into smaller tasks to help benefit small local business:
    - Promotes collaboration
    - Promotes innovation through alternatives
    - Keeps the market more competitive
- Ensuring no barriers.
- Do not give points for local preference.

- More RFPs where other criteria such as quality and economic benefits are incorporated into the scoring matrix.
- More collaboration and partnership between suppliers.
- Better communication and clarity in the documents.
- Assistance in being better in the process; workshops and sessions on how to bid/create proposals etc.
- Advertise/Market good procurement practices when increasing awards to local suppliers:
    - Indication that “this is working”.
- Clarity in goals, objectives, process and measurement.
- Provide case studies in relation to successful procurement practices.
- Case studies on how the process works.
- Celebrating/marketing the success of collaboration and partnership between suppliers and the City.
- Approach with an attitude of “willing to share”.
- Identify and make public local suppliers in partnership with the City.
- Create comfortability for small local businesses, large documents are intimidating and time consuming.
- Make the process easier.
- Encourage good partnership with the City.
- Provide and market benefits to both parties (City and supplier)
- RFPs/Tenders are too strict.
- RFPs/Tenders from government are often based on estimated price; do not go down this route.
- An attitude of “why not a MB company?”
- Benefits to the communities:
    - Sustainability
    - Lasting positive affect other than just providing a service (construction)
- Environmental benefits, example:
    - Cost differentiation: Recycled paper vs. paper, National vs Local.
- Providing the opportunity to be ahead of the process.
- Longer posting period to consider alternatives:
    - More in depth evaluation of alternatives and it’s benefits
    - Adaptability to innovation
- Opportunities to communicate with the City through workshops/sessions, category based:
    - Construction
    - Goods
    - Services
- It’s currently tough for local businesses to bid, offer learning opportunities.
- City to acquire additional resources, Canada to focus on procurement.
- Promote procurement workshops and info sessions.
- Not so much buying more, but supporting more.

Group 2

- Express what tools are available to get information into the hands of small and mid-sized businesses.
- Communicate that there are plenty of business opportunities - selling goods or services. What they are and help them understand that - not everything is clearly communicable - have someone to speak to.
    - 311 not the best way to get through something detailed.
    - Want cell phone numbers of employees available.
    - Planning and permitting need to work more for the City - working for the customer.
    - City problem with inconsistency - procedural problem Inspectors not consistent with their comments Cost of building a building in Winnipeg is twice as much as Chicago - not contractors, it's the process.
- Impediment for small and mid-sized businesses to start up when they need a business and employees in Winnipeg - so much red tape, taxes, etc.
- Give a level playing field to start with, making it easier to run a business here.
- Help to bid competitively.
- Have to work in same competitive tax regime as competitors.
- Small and mid-sized enterprises do not have the time and resources to bid when processes are convoluted.
- Reporting information back out is important – ask businesses “what information do you need reported back out?” What seems important to those managing may not be what business people need.
- Focus should be on the client, citizen, etc. Challenge is keeping an eye on the customer. Keep asking and listen - work to figure out what's wrong with the system.
- Improve bid documents - may not have the staff to dedicate time to filling out documents. Department mindful of using plain language, not talking to engineers or lawyers. Should be through review to ensure that it can be comprehended by ordinary individuals.
    - The level of language is very challenging.
    - New immigrant population, want to ensure all those who want to participate can.
- Define the need. The City is in the business of buying stuff and providing services. Should be lowest cost for the taxpayer. There are a number of things that can be done to improve systems so those who are participating have more time to spend on procurement. Do best practices suit us? Tailor to fit the Winnipeg context.

Group 3

- Focus on life-cycle
- Manitoba should be a “center of excellence” for infrastructure

Group 4

- When it comes to the large dollar projects, assign a portion of the total cost to promote work to be done by small local companies and/or special purpose companies.

    - These small companies could be done through an RFQ or tender process
- The time it takes to get permits is lengthy. The average time to get a permit is 6-8 weeks.
- Costs for dispute resolution
- Winnipeg Construction Association is worried other provinces may follow suit which will limit competition.

Question 4: How do you define “local?”

Group 1

- Where the payable cheque goes to.
- Where the headquarters are located.
- Where the owners are located.
- Where the profit/investment goes.
- Location of the decision makers.
- Manitoba address, within the province.

Group 2

- It is challenging to determine how to define local. Some would define as City limits and others as provincial limits.
- If profits are taken out of Manitoba, should not be defined as “local” only because there is a physical location here.
- When trying to define local, it is challenging; some businesses do not pay taxes, going to be disqualifying and have to write in exceptions.
- If going to go down this path, shift from local ownership to local impact.
- Impact may be measured other than tax-based returns.
- Have to question the local economic impact - taxpayer dollars should do a number of things.
- Ownership is not the right metric.
- Economic analysis on Winnipeg's benefits to the Province is based on location of businesses but that does not mean that’s where the benefits are going.
- When jurisdictions start to protect local, costs are spread over all citizens and this creates the wrong environment.

Group 3

- No notes provided

Group 4

- Buy “social” is a better way to go than to buy “local”
- Raised locally.
- Putting money back into the City.
    - Profits that are being made is being spent on local communities/initiatives
- Local = the small guys

- Question to consider:
    - What happens to companies that start off locally but then get bought out from an international company, are they still considered local?
- Question: If a company has an office in Winnipeg but are based internationally, are they still local?

Question 5: Discuss some of the ways the City of Winnipeg and local organizations can work together to ensure local businesses are participating in procurement.

Group 1

- Self-declaration on being local through a check box on the document.
- Sub-preference, influential to other communities.
- Must maintain competition as it promotes innovation.
- Unbundling large projects.
- Starting point - better communication:
    - Identify percentage of suppliers who are local vs national
    - Identify who the local suppliers are
- Sessions/workshop on procurement process based on category:
    - Construction
    - Goods
    - Services
- Targeted communication.
- Relate to successful collaboration externally:
    - Incorporate successful practices from external sources
- Tailor sessions/workshops to specific categories in a more comfortable environment:
    - Familiar location, such as supplier facility
- Approach with a genuine attitude instead of actions being done based on a checklist of tasks. Show you care.
- Cooperation with social programs such as united way/charity.
- Track who is local.
- Encourage local to buy local.
- Utilize differences in suppliers.
- More promotion on local business.
- Understanding the City's intent, plans and goals.
- Giving back to the community:
    - Support rec centers
- Identify local businesses:
    - Privately owned vs franchise
- More sessions for feedback.

Group 2

- Trying to make it easier for businesses to operate in Winnipeg.

- Start by evaluating if the City has to be in all of the things that it is doing. What is the role of the City of Winnipeg? Maybe the City does not need to be involved in as much procurement.
- More time between when bid is announced and when it closes for things like bringing a completely new idea like new technologies, etc. Provide enough time to have the conversation. Do not shortchange everyone by limiting the amount of time. If someone wants to do something different or provide innovation, it should be encouraged.
- Copying and pasting something - defining a process rather than an outcome. Not allowing creativity for coming up with a better solution.
- Manitoba Highways wants to move from this model to focus on outcomes as opposed to checking all of the boxes - this applies to environmental, social. Define the outcomes, rather than the process.
- On larger contracts, there was a larger discussion about "quality based selection" (QBS). Have the discussion with the firms about how to propose fulfilling the intent of the contract, building, etc. How would you do it? What's the return on investment? "This is how much it should cost" - QBS in use in jurisdictions for consultants in design community.

Group 3

- Big picture – productively for business
    - Collateral damage
    - Access to work/tender
    - Retaliatory practices
    - Leverage procurement
    - Can we evaluate “added value”
    - Nunavut/NWT – policies
    - For example, “Buy America” presents a problem

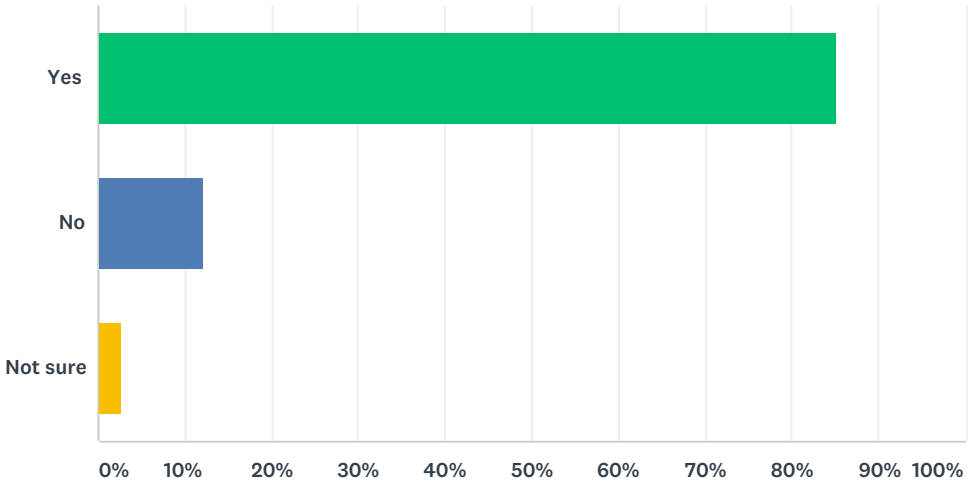
Group 4

- Awareness, presentations/cheat sheets are not required and do not help.
- The City is a difficult owner to work with.
- Buy social is more inclusionary than buy local
- Tenders should stipulate that a percent of the workforce must be from a local community.
    - Hydro a good example
- Assigning points to buy local
- The owner spends money in local communities.
- Question:
    - Is buy local going to make procurement more exclusionary?

Appendix E – Survey results

Q1 Do you own or work for a Winnipeg-based organization?

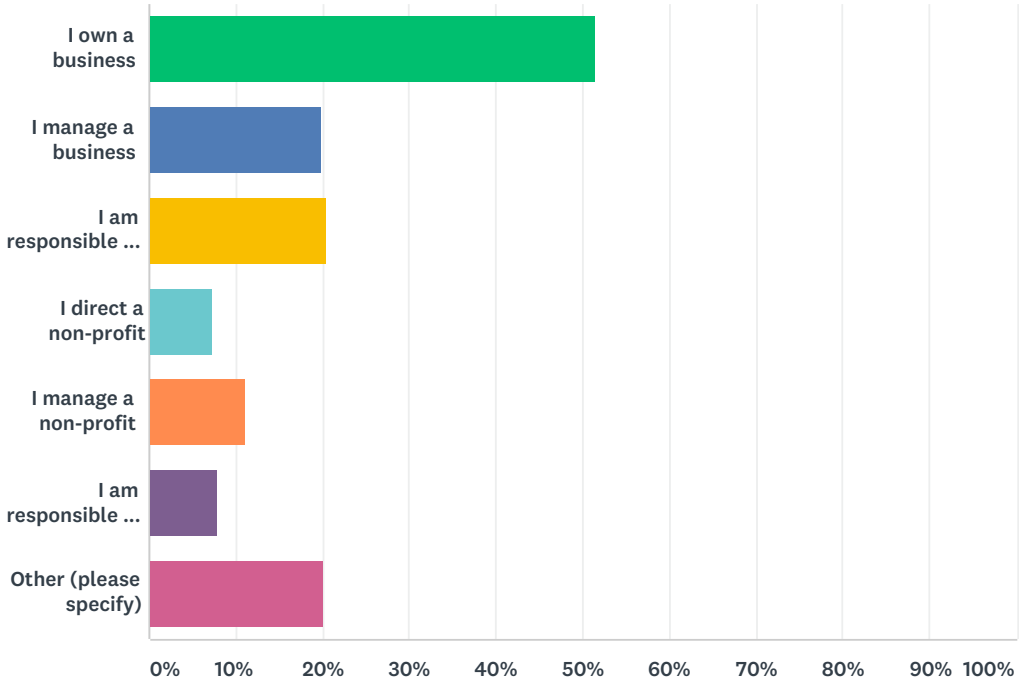
Answered: 338 Skipped: 8



ANSWER CHOICES	RESPONSES	
Yes	85.21%	288
No	12.13%	41
Not sure	2.66%	9
TOTAL		338

Q2 What is your relationship to procurement in Winnipeg? Please select all that apply.

Answered: 327 Skipped: 19



ANSWER CHOICES	RESPONSES	
I own a business	51.38%	168
I manage a business	19.88%	65
I am responsible for procurement for a business	20.49%	67
I direct a non-profit	7.34%	24
I manage a non-profit	11.01%	36
I am responsible for procurement for a non-profit	7.95%	26
Other (please specify)	20.18%	66
Total Respondents: 327		

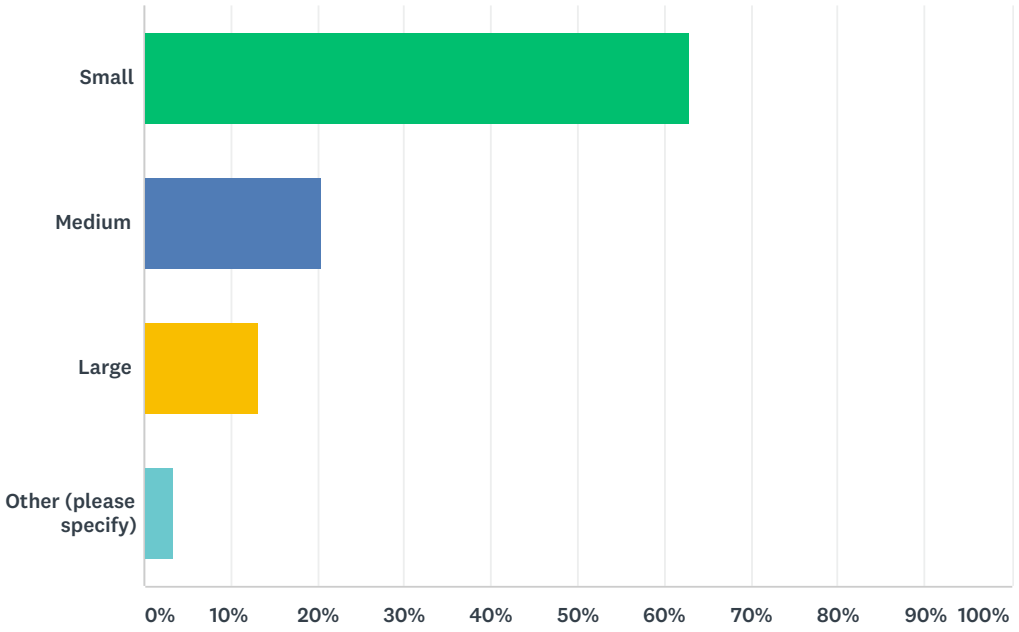
#	OTHER (PLEASE SPECIFY)	DATE
1	I manage a social-enterprise program for a nonprofit. I both procure and sell items to other clients.	5/30/2018 10:06 PM
2	I work for education	5/29/2018 5:21 AM
3	None	5/28/2018 9:29 PM
4	I am the office manager of a Winnipeg business	5/28/2018 1:41 PM
5	I work at the City of Winnipeg.	5/25/2018 10:20 AM
6	not applicable	5/25/2018 8:34 AM
7	Writer	5/23/2018 2:22 PM
8	I think local procurement policy is a great idea to support the wealth and health of Winnipeg	5/23/2018 1:54 PM

9	Work for federal gov in winnipeg	5/23/2018 11:52 AM
10	Employed	5/22/2018 2:14 PM
11	I work for a local business.	5/21/2018 2:02 PM
12	Work in a local hair salon. Rent a chair.	5/21/2018 12:15 PM
13	I work for the MB govt	5/20/2018 11:30 PM
14	I am in business to provide a better standard living for my family.	5/19/2018 11:06 PM
15	Work for one	5/19/2018 8:13 AM
16	Employee	5/18/2018 10:30 PM
17	Not applicable	5/18/2018 6:35 PM
18	I shop locally or at least try to as much as I can	5/18/2018 3:34 PM
19	Public Service Worker	5/18/2018 11:10 AM
20	I sit on a board of various non profits who make decisions about procurement	5/18/2018 9:23 AM
21	Employee of	5/18/2018 8:43 AM
22	employee	5/18/2018 8:04 AM
23	none	5/18/2018 1:07 AM
24	I love shopping in Winnipeg	5/17/2018 8:47 PM
25	My partner owns a small business.	5/17/2018 8:46 PM
26	Neither	5/17/2018 5:39 PM
27	I help influence procurement	5/17/2018 5:31 PM
28	I am in the process of opening a business	5/17/2018 5:23 PM
29	None	5/17/2018 5:16 PM
30	none	5/17/2018 1:20 PM
31	engineering consultant	5/17/2018 12:39 PM
32	None	5/17/2018 9:09 AM
33	Former business owner	5/16/2018 8:20 PM
34	I am not responsible for procurement for my employer	5/16/2018 5:49 PM
35	I run a Social enterprise in the construction sector. Genesis Program, through New Directions	5/16/2018 1:47 PM
36	For question 1 how are you defining a winnipeg based organization? Head office here or having staff here, making products here? For question 2 both buy and sell.	5/16/2018 1:40 PM
37	I am looking to start a non profit and have taken seminars on procurement for business with the City of Winnipeg	5/16/2018 1:19 PM
38	I assist our management team in baking buying decisions	5/16/2018 1:19 PM
39	I want to encourage local procurement!	5/16/2018 11:43 AM
40	manager at business with head office in Toronto	5/16/2018 11:33 AM
41	i train small business owners	5/16/2018 11:16 AM
42	Occasional procurement for employer	5/16/2018 10:49 AM
43	I oversee our organizational sustainability plan which educated and encourages staff about local procurement	5/16/2018 10:19 AM
44	Our company sells to Winnipeg businesses and government	5/16/2018 10:18 AM
45	I work for a university	5/16/2018 10:11 AM
46	non profit	5/16/2018 9:52 AM
47	I am an employee of a business	5/16/2018 9:19 AM

48	None	5/16/2018 9:10 AM
49	None	5/16/2018 9:08 AM
50	part of a procurement team	5/16/2018 9:07 AM
51	I direct procurement for my department	5/16/2018 9:00 AM
52	I assist local businesses with procurement	5/16/2018 8:55 AM
53	I influence procurement	5/16/2018 8:54 AM
54	work for a non profit	5/16/2018 8:51 AM
55	I work for a business in Winnipeg	5/16/2018 8:44 AM
56	An employee in a business	5/16/2018 8:40 AM
57	I am responsible for marketing for a local business	5/16/2018 8:24 AM
58	I have a voice at the executive table of a post-secondary institution.	5/16/2018 8:07 AM
59	Construction industry association	5/16/2018 7:55 AM
60	Employee	5/15/2018 8:59 PM
61	Worker at a non-profit	5/15/2018 6:00 PM
62	None of the above	5/15/2018 5:04 PM
63	I Pay Taxes	5/15/2018 4:32 PM
64	Employment	5/15/2018 4:27 PM
65	review procurement policy	5/15/2018 1:23 PM
66	I work for a non-profit that advocates for social procurement.	5/15/2018 1:06 PM

Q3 Do you consider your organization to be:

Answered: 335 Skipped: 11

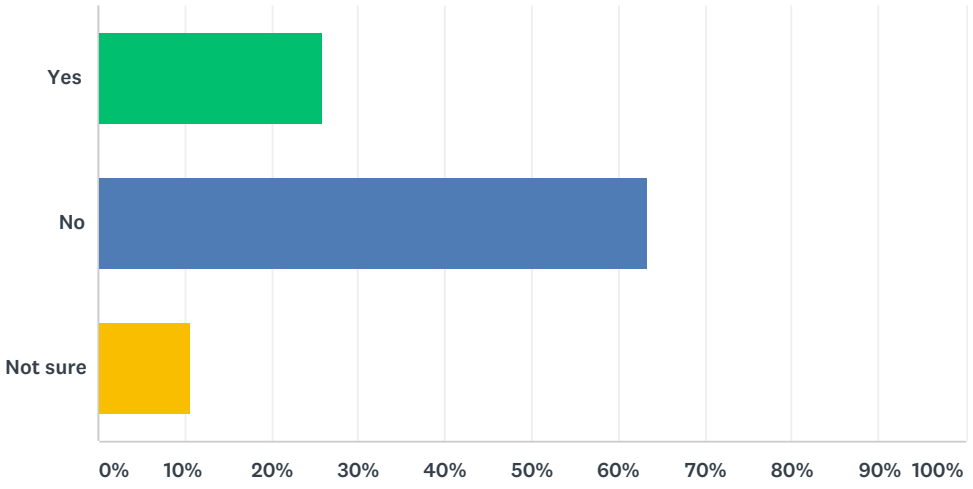


ANSWER CHOICES	RESPONSES	
Small	62.99%	211
Medium	20.60%	69
Large	13.13%	44
Other (please specify)	3.28%	11
TOTAL		335

#	OTHER (PLEASE SPECIFY)	DATE
1		5/28/2018 9:29 PM
2	I work in healthcare	5/23/2018 1:54 PM
3	Not applicable	5/18/2018 6:35 PM
4	Neither	5/18/2018 3:34 PM
5	Healer	5/18/2018 9:20 AM
6	Personal individual	5/17/2018 8:47 PM
7	N/a	5/17/2018 5:39 PM
8	How do you define S,M,L? Large globally, medium locally?	5/16/2018 1:40 PM
9	Small-med, just over $1M operations/yr	5/16/2018 1:14 PM
10	N/A	5/15/2018 5:04 PM
11	Myself	5/15/2018 4:32 PM

Q4 Has your organization bid on a City of Winnipeg contract before?

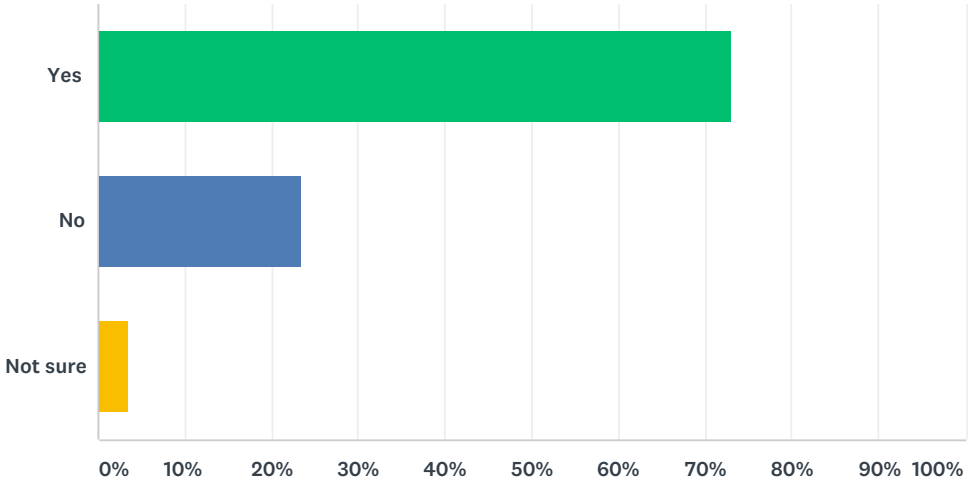
Answered: 346 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	26.01%	90
No	63.29%	219
Not sure	10.69%	37
TOTAL		346

Q5 Was your organization successful in a contract bid with the City of Winnipeg before?

Answered: 85 Skipped: 261



ANSWER CHOICES	RESPONSES	
Yes	72.94%	62
No	23.53%	20
Not sure	3.53%	3
TOTAL		85

Q6 How would you describe your experience(s) with procurement at the City of Winnipeg?

Answered: 53 Skipped: 293

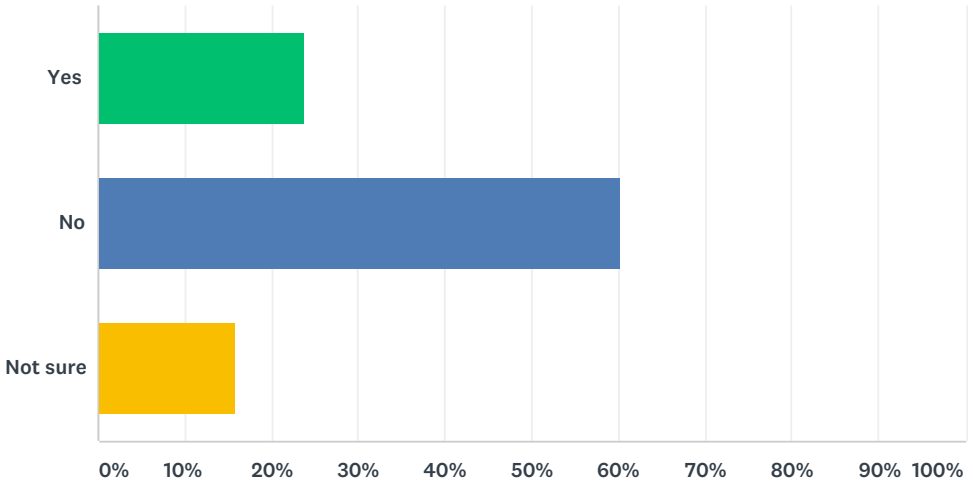
#	RESPONSES	DATE
1	Pretty standard. Same across Canada.	5/31/2018 11:52 AM
2	The procurement process is tailored to construction projects only. If the procurement is for a service, the standard process is confusing.	5/30/2018 11:25 AM
3	It was fine.	5/24/2018 10:31 PM
4	ok....not great.....typically procurement professionals do not have a good understanding of the delivery of architectural services, liabilities and client-architect contracts	5/24/2018 1:19 PM
5	Waste of time. Never heard back.	5/20/2018 10:58 PM
6	lowest price	5/20/2018 5:22 PM
7	A very long and protracted process	5/19/2018 11:10 PM
8	The project was cancelled after it was awarded due to political reasons.	5/19/2018 9:20 AM
9	Seems very hard to get a foot in the door.	5/18/2018 10:31 PM
10	Very tedious, tenders sometimes too ambiguous, specifications sometimes unclear	5/18/2018 12:34 PM
11	cumbersome	5/18/2018 11:29 AM
12	spotty	5/18/2018 11:26 AM
13	It was a lot of work to respond to the RFP and we were competitive on the fee. We were given no feedback as to why we were not selected and as a small business can not afford to respond to RFP's given the amount of hours required and lack of feedback.	5/18/2018 11:17 AM
14	On the one and only RFP that we responded to, the winning proponent put forth a bid that was extremely low. We feel that the exercise was a race to the bottom that was in nobody's interest.	5/18/2018 10:41 AM
15	Winnipeg could great improve it's procurement process to a quality based process that also scores Local expertise and leadership. Currently the process is either cost based or 'flavor of the day'. Other similar jurisdictions do it better.	5/18/2018 9:46 AM
16	The procurement of services is cost based rather than value based. Equating the two is very misinformed and ultimately leads to I'll conceived selection. This is not a responsible stewardship of public funds.	5/18/2018 6:46 AM
17	Procurement process doesn't clarify actual needs, often needs are highly idiosyncratic, and appear geared to appeal to only one or two suppliers. At the prices I think they would want to pay, I couldn't support my Winnipeg business.	5/17/2018 1:53 PM
18	No issues	5/17/2018 12:39 PM
19	Terrible. Focus on lowest price only and RFP awards going to companies not based in Winnipeg.	5/17/2018 11:01 AM
20	Always professional. However, it has been a long time (years) since we were awarded a contract. Back then, it seemed they were accessible and we had a sense of potential for contracts to bid on. With the new system, it appears there are no relevant contracts for our company.	5/17/2018 9:41 AM
21	Procurement at the City of Winnipeg, particularly for Professional Services is heavily waited on price and not on Qualifications and ultimately value for money. They have gone from a very progressive client that based their selections on qualification (but without a formal process unfortunately) to one that has a formal process but very poor selection criteria. One of the worst procurement processes in the country at the moment.	5/17/2018 9:15 AM
22	A positive experience	5/16/2018 9:10 PM

23	Slanted. The process was rigged to such an extent that the City got what the City wanted. It has been like that for decades	5/16/2018 8:21 PM
24	The Cities procurement method is essentially based on cost, not value and this poses a challenge to both our business and, as a citizen, to the value I receive as a tax payer.	5/16/2018 5:49 PM
25	Solution focused as opposed to problem focused. this limits innovative solutions from coming forward. Price vs value focused.	5/16/2018 5:34 PM
26	The process is often limited to businesses who can get the bonding to bid on a job. This often limits non-profits and doesn't consider the impact non-profits have in the local community.	5/16/2018 3:09 PM
27	I find their process to be loose and open to interpretation which allows poor bids with hidden adders to win.	5/16/2018 2:32 PM
28	It was a good,experience. Very organized, and professional.	5/16/2018 1:53 PM
29	Slow. Some procurement terms and conditions are not favorable eg. Liability, bid bonds when not appropriate...terms and conditions not appropriate for the type of goods/services being procured.	5/16/2018 1:41 PM
30	I believe the City has used us for Police-related search and leadership development. Legacy Bowes can hire for a WIDE variety of roles. Happy to help if the need is there.	5/16/2018 1:20 PM
31	Frustrating. Very short timelines to produce required docs for submission and onerous process in terms of what is asked for, particularly when dealing with small contracts.	5/16/2018 1:15 PM
32	OUr contract pre-dates current practices. We have not competed for a city contract in at least a decade. wouldn't know where to look	5/16/2018 12:52 PM
33	Slow, sometimes hostile staff, convoluted process, and only values lowest price, rather than value for money.	5/16/2018 11:40 AM
34	similar to other levels of government	5/16/2018 11:15 AM
35	Fair; low bid tendering system:specifications outlined in advance of closing date in RFP/RFQ package. Clear and Fair award practices	5/16/2018 10:34 AM
36	My experience has been mixed. Often the specifications for a tender are developed with input from another company which limits our ability to compete as we do not supply the same brands. Our company carries products that would be as good, or better, at the same or better pricing but it is often not worth our time if the specifications on the tender are too restrictive.	5/16/2018 10:21 AM
37	very poor	5/16/2018 9:21 AM
38	Frustrating. Felt hard wired and that they were just looking for quotes to fulfil their purchase requirements.	5/16/2018 9:15 AM
39	Terrible, evaluation is inconsistent, proprietary information is shared with competitors, debriefs are lip service at best and inconsistent	5/16/2018 9:09 AM
40	The City's procurement requirements are too onerous to make it worth responding to any RFP that isn't at least $100,000 in value. It costs us at least $10,000 in time and expenses to respond to any City RFP given the extensive process involved.	5/16/2018 9:04 AM
41	convoluted, old-fashioned(they still accepted fax's and no digital version)	5/16/2018 8:53 AM
42	Not enough value placed on hiring local expertise and the value it brings in terms of employing people in our city. Excellent experience otherwise	5/16/2018 8:48 AM
43	Challenging	5/16/2018 8:03 AM
44	Our 850 members do a great deal of construction work for the City. The are considered to be a "difficult" owner to work with.	5/16/2018 7:56 AM
45	It was similar to other tender business in other municipalities - it was a good experience	5/16/2018 7:11 AM
46	Small indigenous Office furniture company trying to do business with the city	5/16/2018 6:11 AM
47	Generally good and fair.	5/15/2018 8:49 PM
48	Very difficult and overly procedural.	5/15/2018 8:38 PM
49	There is an unnecessary complex process	5/15/2018 7:49 PM
50	Generally tenders are rigged.	5/15/2018 6:57 PM

51	Was all based on price instead of quality. Getting paid took an unreasonable length of time.	5/15/2018 6:10 PM
52	Solely focused on price and not economic development	5/15/2018 5:04 PM
53	Great.	5/15/2018 3:41 PM

Q7 Have you had an interest in bidding before?

Answered: 214 Skipped: 132



ANSWER CHOICES	RESPONSES	
Yes	23.83%	51
No	60.28%	129
Not sure	15.89%	34
TOTAL		214

Q8 What stopped you from bidding?

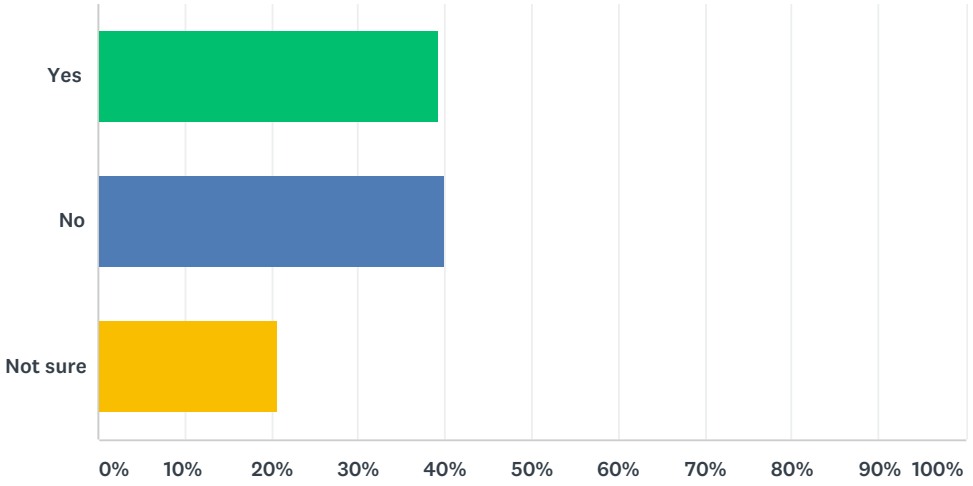
Answered: 41 Skipped: 305

#	RESPONSES	DATE
1	The many pull down menus on the website to find the right category. It was timeconsuming.	5/30/2018 10:07 PM
2	lack of capacity to fully understand the process	5/30/2018 12:12 PM
3	Not sure how to and what to do.	5/29/2018 12:16 PM
4	Identifying correct opportunities.	5/23/2018 4:26 PM
5	Lack of awareness/promotion of RFPs.	5/22/2018 3:24 PM
6	Strict conditions on supply, but no guarantee to buy.	5/22/2018 6:32 AM
7	Our size	5/21/2018 7:17 AM
8	The know how. Protocol. Proper guidelines.	5/20/2018 4:06 PM
9	Haven’t seen opportunities	5/20/2018 9:46 AM
10	Too small with the mindset the regulars will get the job anyway	5/20/2018 9:04 AM
11	unfavourable terms	5/19/2018 11:40 AM
12	Lack of resources to apply	5/19/2018 11:30 AM
13	Currently on a temporary food establishment permit. This year we will be producing in a federal inspected facility.	5/18/2018 8:58 PM
14	Time	5/18/2018 3:37 PM
15	Timing relative to existing projects.	5/18/2018 11:18 AM
16	Competition of much larger firms	5/18/2018 10:24 AM
17	We have just started and are learning how	5/18/2018 6:14 AM
18	not my department	5/18/2018 1:07 AM
19	Our product was slightly different from the bid, and we couldn't compete on pricing of requested product.	5/17/2018 8:09 AM
20	Not aware of opportunities	5/17/2018 8:06 AM
21	The City had stipulations to bid that eliminated my organition	5/17/2018 3:48 AM
22	Not enough money or capital to do so	5/16/2018 6:40 PM
23	Timeline	5/16/2018 5:01 PM
24	Not sure of the process, and weather or not Social Enterprises have the same opportunity as the private sector	5/16/2018 3:09 PM
25	The City has an older very specific system of software. Only a couple of dealers are exclusive in city/province to the product. Software/hardware company wants to protect its current dealers - so new dealers are not welcomed.	5/16/2018 2:35 PM
26	We are located in Thompson, MB. As much as I support buy local programs we'd love to see the south extend their support to Northern Communities. We understand that Winnipeg's population makes it the central focus for economic development in MB, but Winnipeg is getting undeniably crowded while the rest of the province is in dire need of able bodies/economic stimulus. We ought to work together to build MB, despite the lack of provincial aid.	5/16/2018 1:07 PM
27	timelines, and the amount of info required	5/16/2018 11:16 AM
28	Ability to compete with large international competitors.	5/16/2018 10:09 AM
29	Knowledge of the RFP. Belief that certain firms will get the work regardless. No pro-women in ownership procurement policies.	5/16/2018 9:55 AM

30	I think I am too small	5/16/2018 9:07 AM
31	Not knowing the process, where to find out opportunities?	5/16/2018 9:03 AM
32	Precess was fsar to heavily weighted on price not value.	5/16/2018 8:45 AM
33	Minimum requirements and timeline	5/16/2018 8:06 AM
34	Bid conditions (unreasonable)	5/16/2018 7:24 AM
35	Thought we were too small	5/15/2018 10:34 PM
36	Contract was sole-sourced from an out-of-province business.	5/15/2018 8:51 PM
37	complicated, time consuming, large competitors	5/15/2018 7:46 PM
38	Fear of wasting tons of time learning how to jump hoops and being caught up in beuracratic nightmare.	5/15/2018 7:30 PM
39	No support	5/15/2018 5:37 PM
40	At the time, resources were not available	5/15/2018 5:29 PM
41	lengthy RFP	5/15/2018 3:55 PM

Q9 Have you experienced any challenges with procurement at the City of Winnipeg?

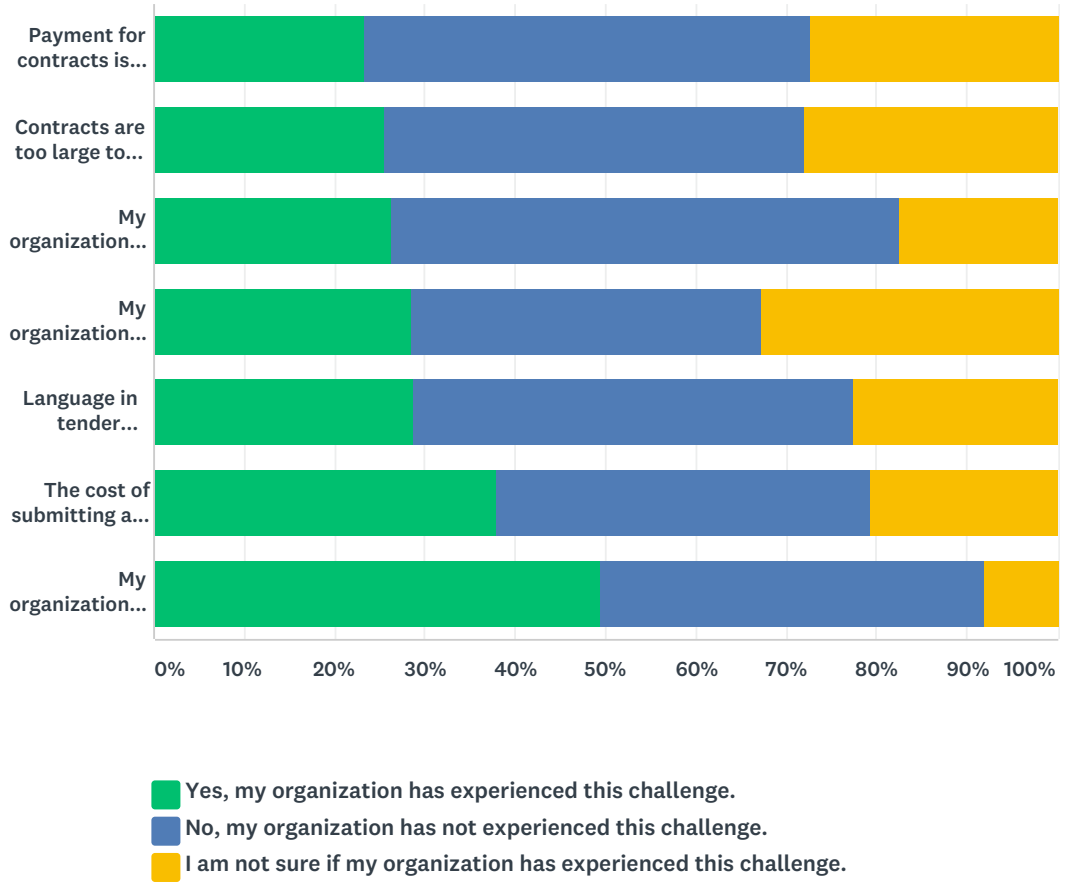
Answered: 183 Skipped: 163



ANSWER CHOICES	RESPONSES	
Yes	39.34%	72
No	39.89%	73
Not sure	20.77%	38
TOTAL		183

Q10 Please indicate if you have experienced any of the challenges listed below and add others if a challenge you have experienced is not listed.

Answered: 179 Skipped: 167



	YES, MY ORGANIZATION HAS EXPERIENCED THIS CHALLENGE.	NO, MY ORGANIZATION HAS NOT EXPERIENCED THIS CHALLENGE.	I AM NOT SURE IF MY ORGANIZATION HAS EXPERIENCED THIS CHALLENGE.	TOTAL
Payment for contracts is too slow.	23.26% 40	49.42% 85	27.33% 47	172
Contracts are too large to bid on.	25.58% 44	46.51% 80	27.91% 48	172
My organization does not have the internal knowledge to put together a good proposal.	26.32% 45	56.14% 96	17.54% 30	171
My organization is only qualified to bid on part of the contract work, but not the entire contract.	28.57% 48	38.69% 65	32.74% 55	168
Language in tender documents is too complex to understand.	28.74% 50	48.85% 85	22.41% 39	174
The cost of submitting a proposal is too great.	37.93% 66	41.38% 72	20.69% 36	174

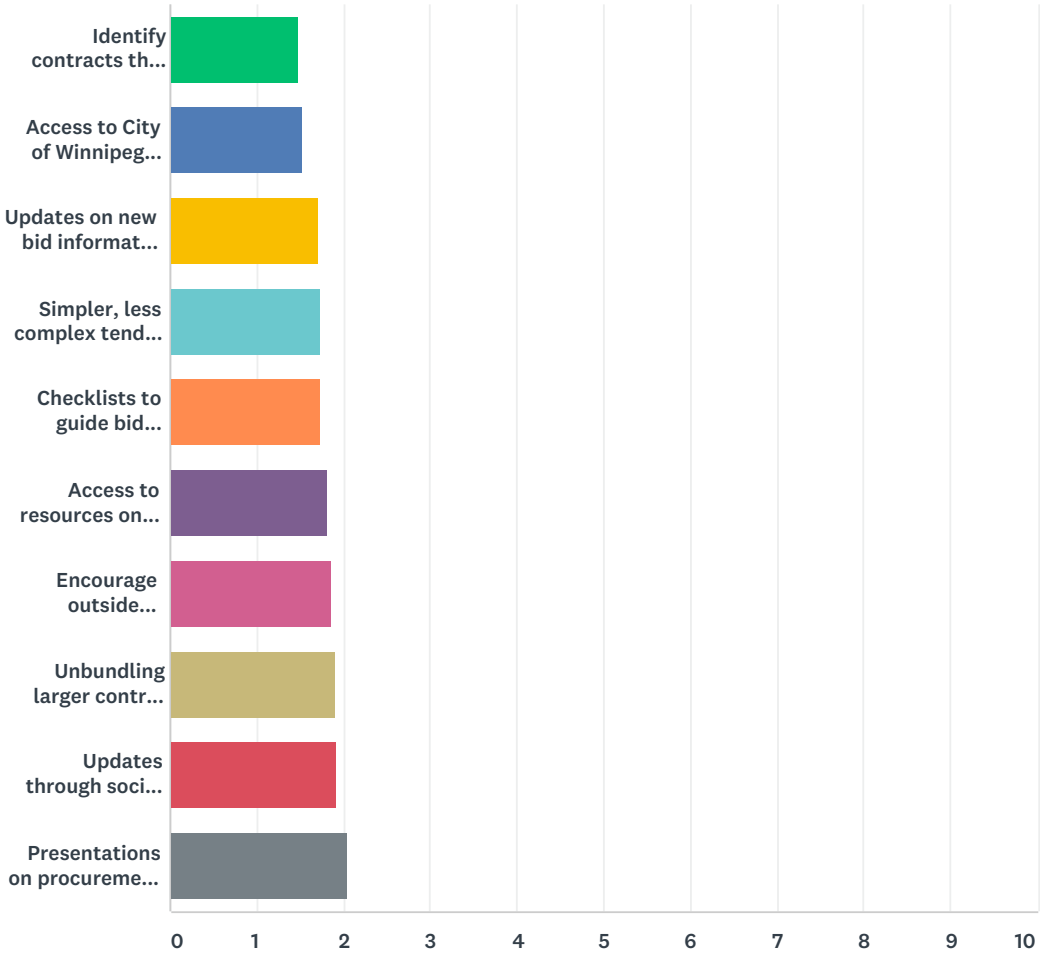
My organization does not have the resources to monitor opportunities and we are not aware of what is available.	49.43% 86	42.53% 74	8.05% 14	174

#	OTHER (PLEASE SPECIFY)	DATE
1	I currently own a drywall installation company and am unsure if this is part or a whole part of a contract.	5/23/2018 4:25 PM
2	My business is not relavant to this topic	5/22/2018 1:41 AM
3	Excluded from selection for a multi-supplier standing offer arrangement, for no apparent reason, other than absence of previous business relationships with the City (which was not among the selection criteria)	5/18/2018 10:40 PM
4	evaluation criteria is not cleary defined	5/18/2018 11:36 AM
5	Contracts are too small for the RFP requirements.	5/18/2018 9:52 AM
6	The valuation for services is procured in a same way as the procurement of toilet paper - the process that is not able to recognize value over cost.	5/18/2018 6:51 AM
7	Application of RFP evaluation criteria can be suspect, also can vary significantly between reviewers. Relatively high costs associated with submitting repetitive like proposals for "standard" work, a pre-qualified assignment basis could be considered.	5/17/2018 12:49 PM
8	There are no relevant contracts on the bidopps system.	5/17/2018 9:45 AM
9	The City relies on RFPs almost exclusively for Professional Services, even for annual projects. Why not go to a roster based selection process based on qualifications. Or if that is not convenient then make the work multi-year. Asking for proposals for everything is an abuse of the industry's capacity. Proposals are a big investment in time and money and eventually the City's RFPs will start to be ignored by the Industry if other more risk free clients are available to service. And they are, Greater Vancouver is an example that competes for Winnipeg's professional services capacity whether the City of Winnipeg knows it or not.	5/17/2018 9:33 AM
10	In our trade, the opportunity has not arisen to bid.	5/17/2018 7:17 AM
11	Language in tender documents is strategically worded to exclude certain vendors, manufacturers, or product lines	5/16/2018 8:25 PM
12	Procurment is cost driven not value driven	5/16/2018 5:52 PM
13	Requests are solution focused where the solution is already selected by the city. They are not problem focused so innovative solutions don't have a chance to be presented.	5/16/2018 5:39 PM
14	We have never looked into working with the city	5/16/2018 3:31 PM
15	Some of the tender process doesn't try to include a buy local or create local development opportunities model. Even if the tender included a 20% weighting toward using local resources, people and materials it would be more community based, shifting the opportunities to Winnipeg companies.	5/16/2018 3:18 PM
16	my business hasnt been a part of anything so far but curious to know what opportunities we would have.	5/16/2018 2:18 PM
17	Timeframe for submitting proposals is often unrealistic	5/16/2018 1:18 PM
18	Performance bonds on some jobs unreasonable	5/16/2018 11:49 AM
19	Don't believe decision-making process is fair. Decision-making criteria is not clear. Price is too much of a factor. Low bids may win then go over the budget - seen this happen often.	5/16/2018 9:58 AM
20	RFP documents are convoluted and confusing. Not clear what City is looking for and then evaluated on things they didn't ask for.	5/16/2018 9:12 AM
21	We are supposed to be notified of RFPs but that system does not appear to be working	5/16/2018 8:56 AM
22	the purchasing department requires more experience in the building of tenders by the end users	5/16/2018 7:27 AM
23	Some contracts are not tendered if the work is deemed specialized even though local firms can complete it.	5/15/2018 8:53 PM

24	The service our company provides is not required in all design and engineering contracts and it should be.	5/15/2018 8:52 PM
25	Tenders from the city are regularly rigged.	5/15/2018 7:00 PM
26	There is a perception that Cith contracts are only awarded to lowest biddee. Therefore we dont bid on them as we are premium service providers and can not beat the lowest bidder on price.	5/15/2018 6:31 PM
27	When costs go up, it is cumbersome to explain and get approval (at the city) for those increases.	5/15/2018 3:50 PM

Q11 Please indicate your level of support for the following procurement-related supports to local businesses or actions the City is considering and add others if a support that would be helpful to your organization is not listed.

Answered: 184 Skipped: 162



	VERY SUPPORTIVE	SUPPORTIVE	NEUTRAL	UNSUPPORTIVE	VERY UNSUPPORTIVE	TOTAL	WEIGHTED AVERAGE
Identify contracts that could be procured locally and promote those opportunities to local businesses.	67.40% 122	21.55% 39	7.73% 14	2.21% 4	1.10% 2	181	1.48
Access to City of Winnipeg contacts to ask questions during bidding and following award.	60.44% 110	28.02% 51	9.89% 18	1.10% 2	0.55% 1	182	1.53

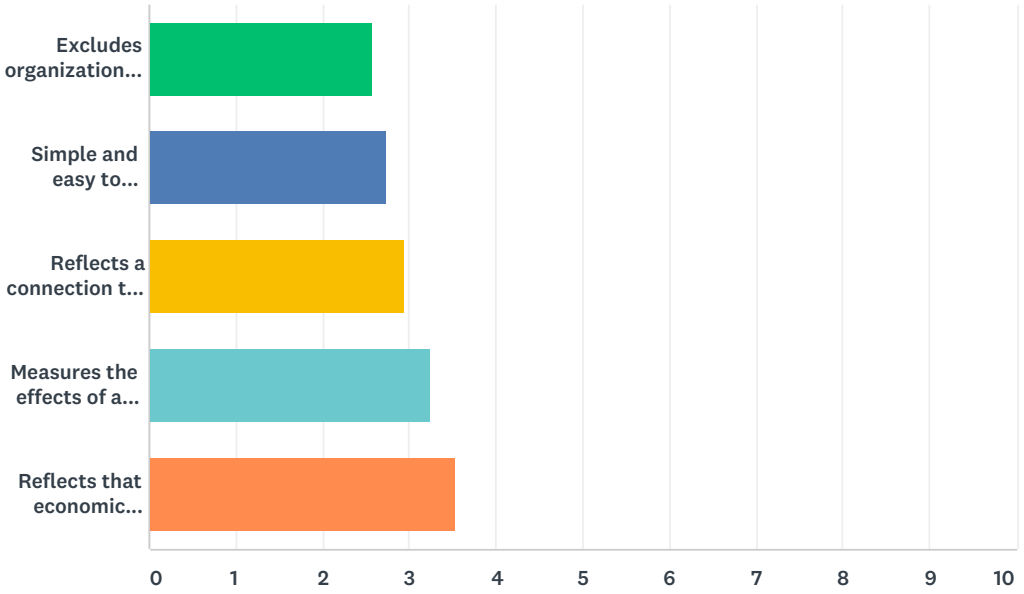
Updates on new bid information that are most relevant to the organization, as determined by them.	46.15% 84	38.46% 70	13.19% 24	2.20% 4	0.00% 0	182	1.71
Simpler, less complex tender documents.	49.44% 89	30.56% 55	17.78% 32	1.67% 3	0.56% 1	180	1.73
Checklists to guide bid writing.	46.67% 84	36.67% 66	14.44% 26	1.67% 3	0.56% 1	180	1.73
Access to resources on how to follow tender instructions.	40.33% 73	39.23% 71	18.78% 34	1.66% 3	0.00% 0	181	1.82
Encourage outside contractors to partner with local businesses when awarding contracts.	48.35% 88	26.92% 49	16.48% 30	6.59% 12	1.65% 3	182	1.86
Unbundling larger contract packages, where practical.	42.62% 78	30.60% 56	20.22% 37	6.01% 11	0.55% 1	183	1.91
Updates through social media when tender documents are posted.	40.11% 73	36.26% 66	17.03% 31	3.85% 7	2.75% 5	182	1.93
Presentations on procurement processes.	32.60% 59	34.81% 63	27.62% 50	3.87% 7	1.10% 2	181	2.06

#	OTHER (PLEASE SPECIFY)	DATE
1	follow similar procurement processes as other levels of government to reduce the cost of preparing the proposal	5/24/2018 1:23 PM
2	Role for the Chamber/WTC - developing introduction mechanisms to help joint bids.	5/23/2018 4:29 PM
3	Outside Architects can definitely raise the standard of design, as can encouraging local firms to express their potential. See Winnipeg Modernist Architecture : 1945-1975, entirely local Architects performing at a high level of sophistication. Today the bias is in favour of external consultants, and this is a detriment to local architectural culture and opportunity.	5/18/2018 10:46 AM
4	Please recognize that some larger firms that do not have a Head Office in Winnipeg or Canada for that matter have a large local presence, i.e., significant amount of people who live,work and play in Winnipeg and have been here for a very long time, i.e., 50-100 years. This in comparison to a Canadian company for example that only has a store front operation but may be viewed as more local by some in the Administration.	5/17/2018 9:33 AM
5	making problems known before RFP's are written and made available.	5/16/2018 5:39 PM
6	City to draft list of local groups interested in being sub's on work/tenders	5/16/2018 3:18 PM
7	as indicated above, really just wondering what options would be available for my small business	5/16/2018 2:18 PM
8	Weighting social value as well as local procurement and price	5/16/2018 11:49 AM
9	A more streamlined process for submitting alternates to approved products	5/16/2018 10:24 AM
10	The City should actively encourage social procurement, where dollars that would be spent anyways are directed to social enterprises that are working to address social isues such as employability and recidivism, especially when sdai social enterprises are not relying on public funding. Account for broader social benefits and impacts when awarding contracts, and look beyond simply choosing the lowest cost (this is a huge issue).	5/16/2018 9:28 AM
11	oy, updates through social media - keep it professional please and stick to formal traditional communication channels	5/16/2018 9:22 AM

12	Start the RFP with information about what the job is actually about! I find it is usually 30 pages of procurement boilerplate to get to the point of what the contractor is actually bidding on.	5/16/2018 9:05 AM
13	Applying environmental criteria	5/16/2018 8:57 AM
14	stop asking for spec strategy/creative. Stop asking for price for spec work.	5/16/2018 8:56 AM
15	The City's construction contract is a very one-sided document. It needs significant change OR the City needs to adopt industry standard agreements.	5/16/2018 7:59 AM
16	Indigenous Procurement initiatives	5/16/2018 6:13 AM
17	Fair treatment of small businesses	5/15/2018 10:30 PM

Q12 Please prioritize the following objectives of a definition of “local” from highest priority at the top to lowest priority at the bottom. Drag and drop options until you have them in the order you wish.

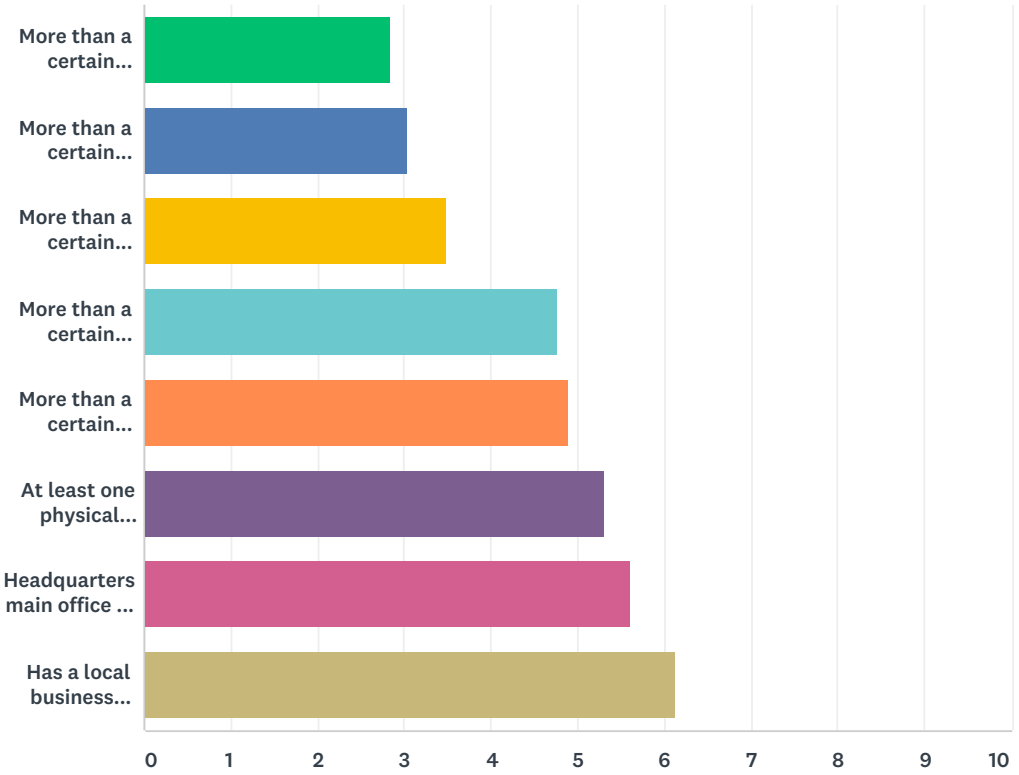
Answered: 161 Skipped: 185



	1	2	3	4	5	TOTAL	SCORE
Excludes organizations that only have a post box in Winnipeg.	15.92% 25	18.47% 29	8.92% 14	20.38% 32	36.31% 57	157	2.57
Simple and easy to measure.	23.13% 37	10.00% 16	14.37% 23	23.13% 37	29.38% 47	160	2.74
Reflects a connection to the local customer base.	12.10% 19	19.75% 31	28.66% 45	28.66% 45	10.83% 17	157	2.94
Measures the effects of an organization on the local economy.	17.83% 28	27.39% 43	26.11% 41	18.47% 29	10.19% 16	157	3.24
Reflects that economic activity is kept local rather than outsourced.	31.85% 50	23.57% 37	22.93% 36	8.92% 14	12.74% 20	157	3.53

Q13 Please order the following definitions of “local” in order of preference with your top choice at the top and last choice at the bottom. Drag and drop options until you have them in the order you wish.

Answered: 156 Skipped: 190



	1	2	3	4	5	6	7	8	TOTAL	SCORE
More than a certain percentage of assets (physical and financial) located locally.	2.60% 4	1.95% 3	7.79% 12	10.39% 16	9.74% 15	12.99% 20	19.48% 30	35.06% 54	154	2.85
More than a certain percentage of revenue from local transactions.	3.25% 5	4.55% 7	3.90% 6	9.09% 14	12.99% 20	12.99% 20	32.47% 50	20.78% 32	154	3.03
More than a certain percentage of suppliers/service providers who are city residents.	1.95% 3	5.19% 8	7.14% 11	9.09% 14	14.94% 23	36.36% 56	15.58% 24	9.74% 15	154	3.50
More than a certain percentage of employees who are city residents.	4.58% 7	13.07% 20	13.73% 21	22.22% 34	26.14% 40	12.42% 19	5.23% 8	2.61% 4	153	4.76
More than a certain percentage of owners who are city residents.	8.44% 13	12.34% 19	16.88% 26	25.97% 40	14.29% 22	8.44% 13	9.09% 14	4.55% 7	154	4.90
At least one physical location in Winnipeg.	20.13% 31	22.08% 34	15.58% 24	7.79% 12	7.79% 12	8.44% 13	9.09% 14	9.09% 14	154	5.32

Headquarters main office in Winnipeg.	28.57% 44	21.43% 33	12.99% 20	7.14% 11	7.79% 12	5.19% 8	5.19% 8	11.69% 18	154	5.61
Has a local business license and pays local property taxes, business taxes, and/or sales taxes.	30.52% 47	20.13% 31	23.38% 36	7.79% 12	6.49% 10	3.25% 5	3.90% 6	4.55% 7	154	6.12

Q14 What is your definition of "local?" If you have another definition of “local”, please tell us how you would define a “local” organization?

Answered: 91 Skipped: 255

#	RESPONSES	DATE
1	Local owned and operated, local employees, local owners, support local businesses that support the community.	5/31/2018 12:00 PM
2	Would like to include - community based organizations in definition of local	5/30/2018 1:59 PM
3	A agency or business that is stationed in Winnipeg and hires people locally and gives back to the community.	5/29/2018 12:28 PM
4	An organization that is based in Winnipeg, sells services in Winnipeg and other areas, contributes back to the Winnipeg community, and sources services / resources from Manitoba whenever possible.	5/28/2018 11:25 AM
5	Local is about keeping the majority of economic impacts or wealth within the neighbourhood or Winnipeg. It is the chain of ownership, employees, production of goods, material sourcing and that reinvestment occurs or surpluses stay within in the community.	5/25/2018 10:30 AM
6	Within Winnipeg boundaries. Sells anywhere. Hires, seeks suppliers, **participates** within Winnipeg. If an element of a company/organization based elsewhere, a significant element. As said above, not just a post office box. (The lists above were great, by the way.)	5/23/2018 4:32 PM
7	Local is Winnipeg	5/22/2018 1:44 AM
8	See above.	5/21/2018 10:44 PM
9	Local to me is anything business that directly supports our city, provincial or national economy.	5/21/2018 12:29 AM
10	Where it started? Where the decision makers work and pay tax.	5/20/2018 11:09 PM
11	Winnipeg - local	5/20/2018 5:27 PM
12	Physical office, pays provincial and city taxes, local ownership, majority of employees from place of busimess	5/20/2018 4:12 PM
13	Made in Manitoba to the benefit of Manitobans.	5/20/2018 9:08 AM
14	Locally owned and major shareholder(s) are Manitoba residents	5/19/2018 11:20 PM
15	Manitoba	5/19/2018 8:16 AM
16	Business and staff are located here. Where customers are located should be irrelevant.	5/18/2018 10:45 PM
17	Manitoba made, source product locally grown or fabricated	5/18/2018 9:06 PM
18	Invests in Winnipeg people,programs, needs	5/18/2018 8:42 PM
19	Local can be defined as localized to a particular area or region. Buy local to the preclusion of value to ratepayers and/or detriment of the competitive open market needs to be a significant consideration in this conversation.	5/18/2018 12:20 PM
20	lives and works in the city	5/18/2018 11:40 AM
21	office in Manitoba	5/18/2018 11:36 AM
22	To the degree possible, keep the dollar circulating in the city and then province as many times as possible before it leaves.	5/18/2018 11:31 AM
23	A combination of residency, community commitment, some local education background, deep knowledge of local culture	5/18/2018 10:51 AM

24	People who have thorough understanding of the people and land they are harvesting from. Regardless of the resources being extracted from our Land, we must endure whoever is leading the way for their success is somebody who understands this territory's DEEP roots in history. People who move here to try and run a business only abuse the people and the land. They have no connection or symbiotic respect for how we care and live off our Land. Why should they receive connections and respect in our city if we, the citizens only experience more harm and hurt? We expect help and healing if a local business is to expect our fiscal wealth.	5/18/2018 9:28 AM
25	Local is defined as one that considers Winnipeg as a home, work and place of play.	5/18/2018 6:55 AM
26	We work in the downtown and North End area's	5/18/2018 6:23 AM
27	The money stays in the community where it is generated. ie: A north end business is one that is owned by a resident of the north end, and who employs people living in the North End.	5/18/2018 1:16 AM
28	"Local" refers to a business who not only cares about and supports Winnipeg, but is invested in and directly affected by Winnipeg's success/improvement. A business who gives back to the local community without expectation of monetary gain. For example, running a campaign collecting toothbrushes to donate to Siloam Mission. Or instead of responding to a break in with anger, decides to educate the public through social media posts supporting the homeless community. These were actions taken on by Parlor Coffee. They could have taken the easy way out, called the police and went on with their day. But instead, they work tirelessly day in and day out to better inform the community and to lead by example to help make downtown Winnipeg a better place. Another amazing example would be Cheban Ice cream, where they support the environment by offering sustainable products wherinby you bring back your glass ice cream recepticles for a discount off your next ice cream. Also, Instead of a tip jar they have a donation jar.	5/17/2018 6:08 PM
29	Within city limits, managed within the city, majority owned by a Winnipeg family	5/17/2018 4:41 PM
30	For food... production happens in Manitoba.	5/17/2018 4:19 PM
31	Locally owned → follow the profit.	5/17/2018 4:08 PM
32	Based in Winnipeg, employs winnipeggers,	5/17/2018 2:36 PM
33	Business has its main economic footprint in the city.	5/17/2018 1:43 PM
34	Office, supplier, manufacturer, etc. that has a physical presence within the province, and staff to provide the service or conduct work who reside in the province.	5/17/2018 12:57 PM
35	What is the local firms impact on the economy of Winnipeg. If they have a large number of staff that live in Winnipeg and pay taxes then that should be the most important criteria. Not where their head office happens to be located.	5/17/2018 9:39 AM
36	While larger businesses are more difficult to define, smaller businesses should be located in or around Winnipeg with economic ties to Winnipeg.	5/17/2018 8:18 AM
37	Manitoba	5/17/2018 7:21 AM
38	Inside the province of manitoba, city limits	5/17/2018 4:07 AM
39	Business address within City limits	5/16/2018 9:14 PM
40	To me, "local" comprises both a city proper and any surrounding area that services that civic marketplace. More broadly speaking, local is any identifiable metropolitan trading area. Depending on the needs and available resources in any particular area, local can be as exclusive as a bordered community itself, or as inclusive as an entire Province.	5/16/2018 8:40 PM
41	A local business is a business that has a physical local presence, employs local residents, re-invests in the community, and sustain/maintains itself by engaging in the local economy	5/16/2018 5:58 PM
42	In order of priority: 1. locally owned 2. Employs locals 3. Sources locally 4. Located locally	5/16/2018 5:44 PM
43	If the City is purchasing a product, preference should be given to a local manufacturer as opposed to a local business importing a product from a cheap labour market.	5/16/2018 3:49 PM
44	I think of local as someone who gives time, talent, or treasure to the regional community. Manitoba based, Winnipeg region focused.	5/16/2018 3:34 PM
45	A business with employees that live in Winnipeg, the owner lives in Winnipeg, a place that uses as many local suppliers as possible, a place where the profits stay in Winnipeg, a place which is looking at community when doing the work.	5/16/2018 3:26 PM

46	Having a local presence which includes offices, management, and staff.	5/16/2018 2:38 PM
47	I think local should reflect the province to a certain outside radius not just city within the perimeters	5/16/2018 2:23 PM
48	Local is a sustainable, self sufficient community through a combination of local owners and wages, local products and services, and investment back into the community. It is local ownership and import substitution (LOIS), which takes advantage of local talent, local capital and local markets where feasible.	5/16/2018 1:51 PM
49	Physical location here, employees located in Winnipeg.	5/16/2018 1:46 PM
50	Made in Manitoba, Manitoba Company	5/16/2018 1:44 PM
51	Not only that there is local ownership and employment, but that the impact of purchasing from a particular supplier would have a measurable local impact. For example, if weighing between purchasing from a privately owned local contractor and a local social enterprise, the social enterprise would have score higher in how local they are considered because the secondary impacts of purchasing through the social enterprise would be shown to be better for the local economy and community.	5/16/2018 1:33 PM
52	Local is relating to an area in the vicinity of a city , province or nation.	5/16/2018 1:25 PM
53	Our world grows smaller. All of MB is 'local'.	5/16/2018 1:10 PM
54	Local should be defined and graded by tiers of "local value" where the highest valued tier provides a wide range of social, economic and environmental benefits (such as poverty reduction), and the lowest valued "local" tier is simply a locally owned/ operated business.	5/16/2018 12:03 PM
55	I would incorporate the Neechi Principles of Community Economic development into your definition of local. There's 11 of them. One of them is local decision making, another is one that does development that helps the local environment and respects the local people. Another is the local production of goods and services to meet a local need	5/16/2018 11:25 AM
56	physical headquarters are only notional to the digital economy. However, the operation can still be based in Winnipeg with a work-at-home team. Owned and operated should be the focus.	5/16/2018 11:22 AM
57	Understanding of local market forces. Ability to fulfil contract with local resources.	5/16/2018 10:01 AM
58	It has do do with ownership. When the ownership is local (Winnipeg/Manitoba), then there is a multiplier effect of dollars spent in the local economy in those organizations. Big box chains, which are publicly traded or have expertnal shareholder drain money from the province and compete against small local business.	5/16/2018 9:32 AM
59	business owned by resident(s) of city, and that has its HQ and the majority of its assets in the city	5/16/2018 9:26 AM
60	I grew up in Oakbank where most people worked and shopped in Winnipeg. To exclude them from being considered local would be unfair. I buy meat from a farmer outside the city but I still consider them 'local', much more so than the meat available in the grocery store within the city. My definition of "local" is someone within reasonable distance to the city, who has close affiliations within the city and a clientele within the city.	5/16/2018 9:19 AM
61	Owned by someone who lives in the city. Large percentage of business is within Manitoba.	5/16/2018 9:18 AM
62	Employ people that live in the City or Capital Region, have a history of using resources available in the City or region	5/16/2018 9:17 AM
63	Maximizes economic, social and environmental benefits in the capital region	5/16/2018 9:03 AM
64	the company is based in Winnipeg, stared in Winnipeg and has headquarters in Winnipeg. They are not a national company that moved an office or branch to this space (Starbucks has outlets here that support the community but they are by no definition local).	5/16/2018 9:00 AM
65	supports other local initiatives	5/16/2018 8:54 AM
66	No matter how you define "local" using the definitions above, you will exclude some local businesses. Is this the goal of the policy, or is the goal to encourage local firms to competitively bid on procurement contracts?	5/16/2018 8:44 AM
67	Someone who contributes to the local economy of Winnipeg or even Manitoba as a whole.	5/16/2018 8:18 AM
68	We do not agree that a "local" preference clause belongs in ANY construction procurement of the City of Winnipeg. Protectionism is against the spirit of trade agreements, and will only inspire retaliation.	5/16/2018 8:03 AM

69	Know it when you see it	5/16/2018 7:55 AM
70	Owners and Employees from Winnipeg, paying property and business taxes within the city.	5/16/2018 7:44 AM
71	within the City of Winnipeg, one that pays city taxes, employs local residents full time, has the appropriate personnel to properly pull permits for city work.	5/16/2018 7:30 AM
72	Priority for SMALL businesses that are only located in Winnipeg to simplify the process and avoid the complex analysis above	5/16/2018 7:28 AM
73	Business in the city that is one of a kind that describes the city and its culture	5/16/2018 7:17 AM
74	Local is having a physical presence in Winnipeg and paying taxes within the city	5/16/2018 7:15 AM
75	Indigenous must be considered	5/16/2018 6:16 AM
76	Local, to me, refers to ownership and leadership: It isn't a business whose priorities are set elsewhere. It contributes to our community. I think some talent (employee, contractor, supplier) should be local, but if quality and/or cost can be improved by working with non-local businesses I think that's a valid consideration. If Winnipeg puts too much of a priority on everything being local, I think it risks encouraging nepotism and monopolies rather than what's actually best for our community.	5/16/2018 5:52 AM
77	Lives and works in the city	5/15/2018 11:29 PM
78	Locally owned, local employees. This cant be at a higher cost to taxpayers though...needs to make sense fiscally	5/15/2018 10:40 PM
79	A local business should at minimum have a physical office and employees in Winnipeg.	5/15/2018 8:56 PM
80	The work itself is being produced by local talent. The companies should be physically based in Winnipeg, not as a satellite or box office.	5/15/2018 8:43 PM
81	Owned and ran in Winnipeg, a local branch is not a local business	5/15/2018 7:52 PM
82	Owned and operated locally. Employees are local. Independent business.	5/15/2018 7:01 PM
83	Owners and permanent employees with Winnipeg addresses. If publicly traded, head office in Winnipeg or branch with x# of employees permanently stationed here.	5/15/2018 6:16 PM
84	Anywhere within 100kms of Winnipeg	5/15/2018 5:40 PM
85	Is based in Winnipeg and employees citizens of WINNIPEG	5/15/2018 5:27 PM
86	Local means right here in Winnipeg. Owner lives here, not in Costa Rica 9 months of the year. Employees city workers that live and spend their money here. Money stays in Manitoba.	5/15/2018 4:54 PM
87	All revenue remains in the province.	5/15/2018 4:29 PM
88	Headquartered here or businesses here alone	5/15/2018 4:29 PM
89	A local business is one that procures its supplies from Winning (or within 100km of Winnipeg), and employees individuals who live in Winnipeg, and pays its taxes (if it pays taxes) to the governments of Winnipeg/Manitoba/Canada.	5/15/2018 4:05 PM
90	local ownership, locally operated (within city / province limits)	5/15/2018 3:52 PM
91	For local: "Having a certain level of economic impact within the geographic area." For a local organization: "Conducting a significant volume of their available business within a greater region which includes the geographic area."	5/15/2018 2:03 PM

Q15 Is there anything else we should consider when investigating local procurement or support for local organizations? Do you have anything else you would like to add?

Answered: 75 Skipped: 271

#	RESPONSES	DATE
1	Supporting local social profit organizations directly benefits all including the city.	5/30/2018 2:01 PM
2	Please make sure you are thinking of the people who live here and how this could benefit our citizens with barriers. There are social enterprises that do just that and that is where you should be putting in these efforts.	5/29/2018 12:33 PM
3	No	5/28/2018 11:31 AM
4	Priority should be given to businesses that support people with barriers to employment (those who have been involved in the justice system, people who have experienced poverty, people with disabilities etc.). This not only creates more jobs but addresses root causes of issues that cost city departments money e.g. police service.	5/25/2018 10:34 AM
5	Winnipeg is a very diverse community. Without bogging everything down, I think it would be awesome for there to be a diversity criteria applied as well. Definitely need to ensure that procurement dollars due double duty where possible.	5/23/2018 4:35 PM
6	Award contracts to small businesses owners who give back to the community over corporations or non community involved businesses	5/22/2018 1:47 AM
7	Based on survey, great knowledge about what is "local" is known. That's comforting. Hope the support of local businesses and organizations grows.	5/21/2018 10:46 PM
8	Any other source of income. A lot of start-up companies do not have the funds to do proper advertizing or get specialized and professional advices. Smaller local companies should be supported first.	5/21/2018 2:15 PM
9	Small businesses such as Riplees Ranch Winnipeg, Pet Food and Treatery can offer a new line of, Canadian, pet food and treat products while offering fundraising opportunities to local organizations.	5/21/2018 7:41 AM
10	Stop the over run spending	5/20/2018 11:10 PM
11	making sure that when contracts are awarded with minimum numbers of hours to complete that it equals out to minimum wages for the people working. Look at your cleaning contract bids especially.	5/20/2018 5:29 PM
12	Make it easy for membership in Chamber of Commerce. Have greater opportunities for small business to be more competitive.	5/20/2018 4:16 PM
13	Determine if your '"local" company is using "local" suppliers to fulfil their contracts when the services are available in Winnipeg. Or buy direct through local manufactures with no middle 'local' company coordinating the sale and marking it up	5/20/2018 10:02 AM
14	The City of Winnipeg Police should limit their involvement in providing non police like services such as Criminal Background Checks. They should not be an employment agency for highly paid plain clothes personal at taxpayer expense.	5/20/2018 9:15 AM
15	Is it the best value for Winnipeger's	5/19/2018 11:23 PM
16	Small businesses need to survive. It seems that it's getting harder and harder	5/19/2018 8:18 AM
17	I'm generally not in favour of "buy local" procurement policies. Instead, selection criteria should include factors that provide bottom-line benefits, such as knowledge of local customer base, regulations, etc. and ability to provide responsive service, including face-to-face meetings with 24-hour notice...and so on.	5/18/2018 10:52 PM

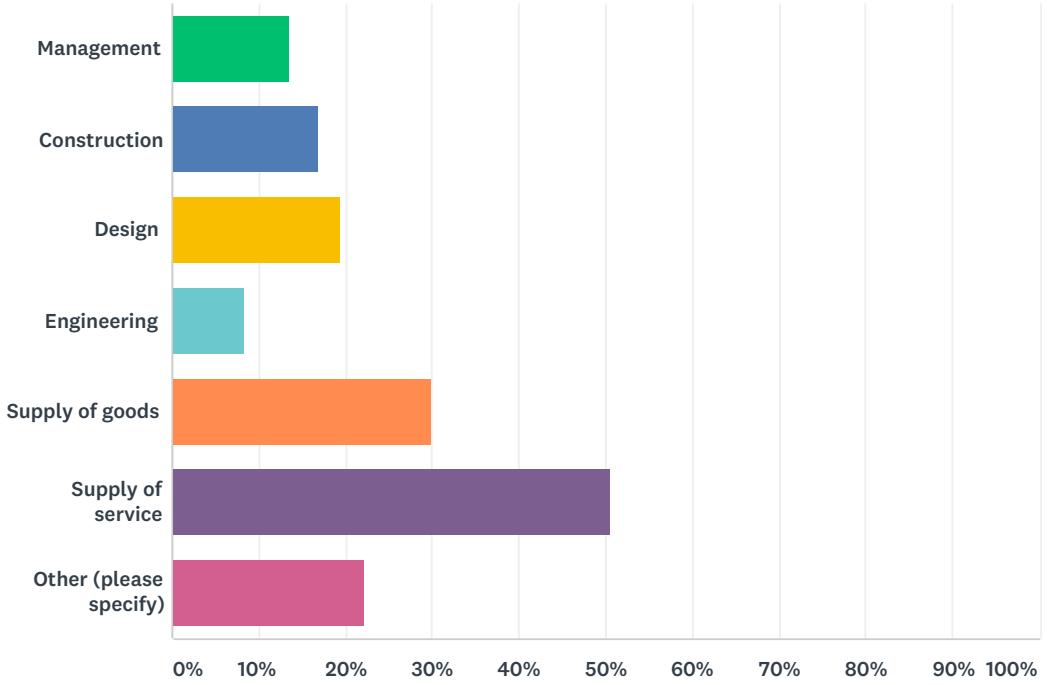
18	Buy local to the preclusion of value to ratepayers and/or detriment of the competitive open market needs to be a significant consideration in weighing the total value to be derived from support local inititative.	5/18/2018 12:22 PM
19	No	5/18/2018 11:37 AM
20	Distribute opportunity more evenly across all scales of architectural practices.	5/18/2018 10:52 AM
21	Ensure relevant experience, quality of work and local specialization as part of local team.	5/18/2018 10:00 AM
22	Their understanding of people, and how their understanding of people will influence how their business works. There is no future in Treaty One for those who refuse to listen to the citizens. Being a company means you adapt to new and old environments. Either adapt, or become extinct.	5/18/2018 9:30 AM
23	Small town local business is welcome and encourgaged. Ie: Someone from Souris, someone from Blood Vein, Local means Manitoban owned and operated, and Manitoba resident. Don't confine the local economy to Winnipeg. Manitoba is the local economy.	5/18/2018 1:19 AM
24	Profits/resources generated mainly go back into the community.	5/17/2018 5:40 PM
25	Opportunities for small businesses, only purchasing for known and established needs, moving towards a supply arrangement model with several qualified suppliers, etc.	5/17/2018 4:48 PM
26	Municipal projects are intimidating for a small company due to apparent frequency of litigation over the contract and the results.	5/17/2018 4:14 PM
27	N/a	5/17/2018 2:37 PM
28	Yes, please consider giving preference / priority to organizations that have a social or environmental mission and give back to the Winnipeg community. This includes social enterprises, B Corporations, impact-driven companies and not-only-for-profits.	5/17/2018 1:44 PM
29	What impact does the local organization have in terms of creating value for and within the City of Winnipeg? Is the organization strategic in terms of keeping high value, highly trained and capable staff here or do we make them move elsewhere in order to be compensated appropriately? Some of the City's current procurement practices makes it very difficult for professionals with high value skills to service the City of Winnipeg. The City is penny wise and pound foolish, particularly in terms of infrastructure delivery. Investing an appropriate amount in up front costs for infrastructure delivery should be the priority, not saving money at all cost at this very critical stage. In addition, once a high value employee moves out of this market, they are very hard to get back.	5/17/2018 9:53 AM
30	I feel that communities surrounding Winnipeg should be included in the definition of "local", as these businesses add to the Winnipeg economy due to proximity. For example, Headingly, Macdonald.	5/17/2018 8:23 AM
31	Wippeg library card	5/17/2018 4:09 AM
32	Is there enough competition	5/16/2018 9:16 PM
33	Procuring locally when a need can be adequetaly served by a local organization, is wise. Procuring locally despite known challenges or lack of comparable resources or products, is foolish.	5/16/2018 8:48 PM
34	It is not about entitlement for local businesses but more importantly to up their game by providing the opportunities to understand what the standards are and the expectations of the products and services quality. Giving local businesses the opportunity to bring innovative ideas by sharing with them the problems to be solved.	5/16/2018 5:48 PM
35	Qualification based	5/16/2018 5:31 PM
36	Length of time in business	5/16/2018 3:52 PM
37	Buying local is important, but most importantly, who can best do the job. Done right the first time.	5/16/2018 2:45 PM
38	I don't feel the same people should be awarded the projects. You should maybe share the work and give equal opportunity	5/16/2018 2:41 PM
39	Measure total economic activity of award. eg. if all work is done by local employees, measure additional economic spinoff. vs if all work performed by non local employees.	5/16/2018 2:14 PM
40	Yes, take a look at the Canadian Community Economic Development Network (CCEDNet) model and their CED toolbox and documents such as Community Economic Development in Manitoba: Theory, History, Policy and Practice. Also, local procurement or support for local organizations should focus on groups who are members of the CED network.	5/16/2018 2:03 PM

41	People working are making a fair wage. Support indigenous business if possible.	5/16/2018 1:45 PM
42	We thought AIT did not allow for a local preference support what has changed?	5/16/2018 1:44 PM
43	Working with social enterprises saves money and is better for the community. We should be taking money that we would be spending anyway (procurement dollars) and use it to improve the quality of lives for our citizens.	5/16/2018 1:36 PM
44	Local is larger than just Winnipeg. (I'm aware this is a city of Winnipeg survey. :P just sayin' we (MB) are out here and we're hungry for business.	5/16/2018 1:12 PM
45	Local procurement is already happening, this is Winnipeg after all. Refining local procurement to really be social procurement provides far more value for money, while still addressing local economic benefits.	5/16/2018 12:06 PM
46	Provide support to strong local business who may need to partner with larger non-local businesses to be able to successfully bid on contracts. This support could be in the form of a policy that states a local firm must be included in all major contracts with the city with a significant role.	5/16/2018 10:18 AM
47	Percent of female ownership in business could be an additional consideration/bonus points in competition.	5/16/2018 10:03 AM
48	Consider the value for oney, as opposed to only awarding based on lowest cost. Allow for more flexible way to account for broader net social benefits (public health, reducing poverty, improving emplyability) that potentially lower costs elsewhere in the system, even though the up front investment may be higher than other producst / services. The system is currently far too "siloed" and cannot accomodate big-picture thinking to allow innovative solutions. In fact, big picture thinking is penalized under the existing framework. Yet, innovation and creative solutions are exactly what are required to transition the way we do businsess as a city and to make us collectively healthier and wealthier, whicle liveing in a smart, sustainable city. The procuremtn process can be a powerful enabler, but it needs to operate much differently.	5/16/2018 9:38 AM
49	Include social benefit clause to allow social enterprises working with marginalized people in Winnipeg to score extra point for contributing to lowering poverty rates	5/16/2018 9:28 AM
50	Smaller businesses need incentives as they can't compete with larger organizations. Small business is so vital to the city, it should be given additional support to ensure its success.	5/16/2018 9:23 AM
51	For the procurement grading scale being qualified as a local firm should give additional consideration. Even if a local firm is a bit more costly, the City should understand that more of that money is staying within the perimeter and warrants the added expense.	5/16/2018 9:22 AM
52	evaluate "value" to local economy How much stays here.	5/16/2018 9:18 AM
53	Consider waste and pollution reduction goals including reducing greenhouse gas emissions	5/16/2018 9:04 AM
54	In all situations, the City when presented with equal options (one local and one from outside) should be required to select local.	5/16/2018 9:02 AM
55	Consider the value of hiring local expertise and the value it brings in terms of employing people in our city	5/16/2018 8:52 AM
56	We do not support implementing municipal trade restrictions.	5/16/2018 8:45 AM
57	Exempt "construction services" entirely from this conversation.	5/16/2018 8:05 AM
58	should be followed by the Province to stop outsourcing by Manitoba Government agencies, purely on price. City should consider points system for qualifying contractors or suppliers. Should include additional points on a tender process if the company is locally owned and by their past performance. out of city or provincial tender submitters should be penalized in the points system to level the playing field for city of Winnipeg companies	5/16/2018 7:35 AM
59	Consider indigenous procurement	5/16/2018 6:17 AM
60	Too much red tape	5/15/2018 11:30 PM
61	Still has to make sense for City. Set the right environment for local to compete for contracts but not an unrealistic playing field. Be mindful of having business getting too big and over reliant on City work that would cripple them if it stopped.	5/15/2018 10:44 PM

62	The city should unbundle or split large contracts into lots when there are different pieces that do not need to be completed by the same contractor. This ensures the city will receive the most qualified contractor for each job. The city should consider leveling the playing field so that small/medium businesses can compete more easily on tenders. This is especially true when comparing qualifications. A small and large business may both be equally qualified to do a job, but the small business can't hope to compete against a company with thousands of employees in terms of breadth of experience or variety of services. On paper the large company will win every time even though in reality the resources and attention to detail provided by the small business may be similar or even better because they are not dealing with as many clients on a day-to-day basis. In summary, a framework/guide to help SMEs bid on contracts and ensuring the playing field is level would both be beneficial.	5/15/2018 9:07 PM
63	Local expertise and knowledge especially of local conditions especially for planning, design and engineering consultation.	5/15/2018 8:57 PM
64	Can a local startup help with that service.	5/15/2018 7:54 PM
65	Start small (specific use cases etc) being open to companies capabilities growing with trust and experience working together.	5/15/2018 7:39 PM
66	Look at 'unbundling' procurement contracts and a RFQ/preferred supplier model to gain greater access to local specialists who can offer much greater value on lower cost assignments (~$100K).	5/15/2018 7:08 PM
67	Support for Aboriginal businesses	5/15/2018 5:41 PM
68	Put more value on local economy. Community effort. Corporate Sicial Responsibilry	5/15/2018 5:29 PM
69	No more BS long term contracts or outsourcing.	5/15/2018 4:55 PM
70	Local doesn’t equal efficient! I own a local Business, but just because it’s local, doesn’t mean it’s the best choice for the city. I’d rather see the city spending smartly and efficiently, than charitably.	5/15/2018 4:54 PM
71	As part of your application, ask the company to list three Winnipeg operated Non-Profit or charitable organizations as referrals. Wouldn't it be nice to award contacts to companies that are community members helping Winnipeg thrive?	5/15/2018 4:40 PM
72	Buying locally means buying from businesses who spend their money locally. The business that I operate returns $0.70 of every $1 of revenue to our local economy by buying from local farmers & businesses, and employing local residents.	5/15/2018 4:09 PM
73	No.	5/15/2018 3:49 PM
74	Not all businesses will be geographically local (due to many businesses operating from communities such as Headingley or Altona, etc.) As such, the impact of those businesses on Winnipeg as a greater region including those outside areas should be weighed heavier than their postal address.	5/15/2018 2:05 PM
75	consider the unintended consequences - sparking similar protectionist policies in other municipalities/jurisdictions, thereby creating a smaller market for Wpg/Mb businesses	5/15/2018 1:29 PM

Q16 What type of work does your organization specialize in?

Answered: 154 Skipped: 192



ANSWER CHOICES	RESPONSES	
Management	13.64%	21
Construction	16.88%	26
Design	19.48%	30
Engineering	8.44%	13
Supply of goods	29.87%	46
Supply of service	50.65%	78
Other (please specify)	22.08%	34
Total Respondents: 154		