APPENDIX 2 - SOCIAL AND SUSTAINABLE PROCUREMENT

Stakeholder Engagement Summary

February 2021

Background

In December 2020, City Council directed the Public Service to collaborate with social enterprise sector and industry stakeholders to identify social procurement practices for appropriate City tenders and report back in March 2021. Social procurement is when organizations use their buying power to generate social value above and beyond the value of the goods, services or construction being procured.

Engagement

Stakeholders were invited to a stakeholder meeting through direct invitation. Stakeholders were asked to help the City better understand which tenders would be best suited for social procurement, the benefits and drawbacks of social and sustainable procurement, and what barriers to implementation exist. Details are in Table 1.

A presentation was given at the meeting, a copy of which was circulated to stakeholders in advance, followed by four breakout rooms with virtual sticky note/whiteboard activities. Feedback from stakeholders was organized into themes to better understand the key takeaways from the conversation. Whiteboards and themes are in Appendix D.

Several stakeholders raised their opposition to the current process, noting a working group should be established to understand the principles and objectives of social and sustainable procurement first. To address this concern, a poll was taken at the end of the meeting (Figure 1) and several breakout rooms used an additional whiteboard to provide notes specifically about a working group.

What We Heard

- Stakeholders support a process that moves towards the implementation of effective social procurement practices.
- There is support for establishing a working group to set principles and objectives to ensure a social procurement policy is implemented meaningfully and effectively.
- There is support for moving forward and continuing with the work that has already been done on social and sustainable procurement.
- There are a number of community benefits from social and sustainable procurement, and some potential drawbacks.
- Barriers to social and sustainable procurement are institutional (red tape), and based in existing perceptions and relationships.

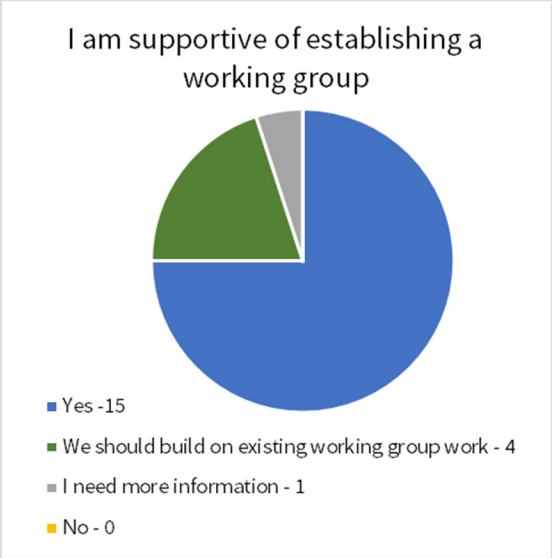


Figure 1 Stakeholder meeting poll

Date	Activity	Details
January 14, 2021	Stakeholder outreach	Email invitation to participate in a stakeholder meeting and send written submissions.
January 25, 28, and February 3, 2021	Stakeholder meetings	Met with 39 representatives from social enterprise and industry organizations on January 28, 2021. Two other meetings were held with three individuals from social enterprises. Note from the meetings are in Appendix D.
January 14 – February 5, 2021	Written submissions	Written submissions were received from two organizations. Notes are in Appendix E.

Winnipeg

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February 2021

The table below outlines the key feedback we heard and how that feedback was considered and reflected in the next steps.

What We Heard	How It Was Considered*
The City should initiate a working group to establish principles, objectives, and the necessary steps for an effective social procurement policy.	The Public Service is recommending the creation of a working group which would include representation from social enterprises, industry, Indigenous organizations, and City employees, for Council's consideration.
Catering, composting, and construction were identified as potential options for social procurement in City tenders. Stakeholders noted that including sub-contractors as part of the evaluation of tenders is one way for companies to work together to meet social benefit targets.	The City will investigate potential tenders to include social procurement, which may include options presented by stakeholders. An attachment to the administrative report will detail how municipalities are implementing social procurement across Canada. It will also state possible next steps with procurement opportunities.
Measurable outcomes and targets are important to determining appropriate City tenders for social and sustainable procurement. Stakeholders suggested looking at the potential social impacts and opportunities the City would like to pursue and use those impacts to determine appropriate tenders.	The Public Service is recommending that the proposed working group investigate measurable outcomes and targets for social procurement, subject to Council's consideration.
Training, data, and processes are important to ensure barriers to social and sustainable procurement can be overcome.	The Public Service will ensure those involved are aware of the implications and any process changes that result from Council decisions.
Red tape was identified as a potential barrier to introducing social procurement and as a potential barrier for industry to participate in it.	The Public Service will work with stakeholders to identify and reduce red tape related to social procurement practices.
Clear and measurable benefits is one of the important aspects to the success of social and sustainable procurement to help governments and taxpayers understand the social value and overall benefits to society.	The Public Service is recommending that the proposed working group establish measures of success, subject to Council's consideration.
The City needs to better understand what goods or services social enterprises currently offer.	The Public Service plans to work closely with social enterprises to better understand what their core businesses are.

*The Public Service will report back to Executive Policy Committee and Council. Their direction is required to proceed with next steps.

Next Steps

The Public Service will report back to the Executive Policy Committee (EPC) and Council in March 2021. All those who provided input will be informed once the report is publicly available and of EPC and Council's decision.

Appendices

Appendix A – Invitation to stakeholders
Appendix B – Stakeholder list
Appendix C – Presentation
Appendix D – Notes from stakeholder meetings
Appendix E – Written submissions

Appendix A – Invitation to stakeholders

From: Evason, Corinne
Subject: Invitation - please join us to discuss social and sustainable procurement practices
Date: January 14, 2021 2:01:52 PM
Attachments:

Good afternoon,

The City of Winnipeg is reaching out to the social enterprise sector and industry to identify stakeholders to discuss social procurement practices for appropriate City tenders.
The goal of this work is to establish a bid value for community benefits, consistent with the practice of other comparable Canadian municipalities, including a cost analysis of tendering under a social procurement policy where appropriate.
The Public Service was directed to conduct this work by City Council on December 17, 2020.

Your input is critical to this work so we hope you will participate and provide feedback. There are a few different options to get involved.

1. **Stakeholder Meeting**
   Join us to discuss social and sustainable procurement in a group setting.
   Date: Thursday, January 28, 2021
   Time: 2 p.m. – 3:30 p.m.
   Location: Virtual via Microsoft Teams (Calendar invitation including link to follow)
   Format: Short presentation followed by group discussion

2. **Individual meeting**
   If you cannot make it to the stakeholder meeting, please contact cevason@winnipeg.ca to set up an individual meeting.
   Meetings have to be scheduled between January 15 and 29 to meet reporting deadlines.

3. **Submit a written submission**
   Please send a written submission on social and sustainable procurement to cevason@winnipeg.ca.
   We are interested in examples of tenders that would be good candidates for social procurement practices (could be City of Winnipeg examples or examples from other organizations).
   Please submit your written submission by February 5.

Feedback will be used to write a report for Executive Policy Committee consideration and all stakeholders will be notified once the report is available (scheduled to report back to Executive Policy Committee in March 2021).
If you have any questions or require alternate formats to participate, please contact cevason@winnipeg.ca or 204-986-8034.
Regards,

Winnipeg

Corinne Evason, SCMP, CIM
Contracts Supervisor

Materials Management
City of Winnipeg

Appendix B – Stakeholder list

Social and Sustainable Procurement

Stakeholder List

Organization (alphabetical)

Aboriginal Chamber of Commerce
Aboriginal Council of Winnipeg
AMIK Inc.
Assembly of Manitoba Chiefs
BUILD Inc.
Canadian CED Network
Canadian Federation of Independent Businesses
Centre for Aboriginal Human Resource Development Inc
Christian Labour Association of Canada
Construction Labour Relations Association of Manitoba
Diversity Food Services
Economic Development Winnipeg
Fireweed Food Co-op
Green Action Centre (Compost Winnipeg social enterprise)
Local Investment Towards Employment/Buy Social Prairies
Manitoba Building Trades
Manitoba Chamber of Commerce
Manitoba Heavy Construction Association
Manitoba Inuit Association
Manitoba Métis Federation
Mechanical Contractors Association of Manitoba
Merit Contractors Association of Manitoba
Mother Earth Recycling
New Directions
North End Community Renewal Corporation
Purpose Construction
SSCOPE
The Cutting Edge - a program of CMWI
Winnipeg Chamber of Commerce
Winnipeg Construction Association
Winnipeg Poverty Reduction Council

Appendix C - Presentation

Social and Sustainable Procurement

Group Discussion

Zoom

January 28, 2021

Winnipeg

Social and Sustainable Procurement

Agenda

- Introductions
- Background
- Group discussion
- Next steps and close



Question

What does social and sustainable procurement mean to you?

Go to

https://www.menti.com/kz9ydzfgye

Social and Sustainable Procurement

What is social and sustainable procurement?

- **Social Procurement** is when organizations use their buying power to generate **social** value above and beyond the value of the goods, services or construction being procured.
- **Social procurement leverages a social value from existing purchases.**
- Examples:
    - Reducing sweatshop labour
    - Purchasing from Indigenous owned and operated companies
    - Providing jobs and training opportunities for people with barriers to employment



Social and Sustainable Procurement

What is social and sustainable procurement?

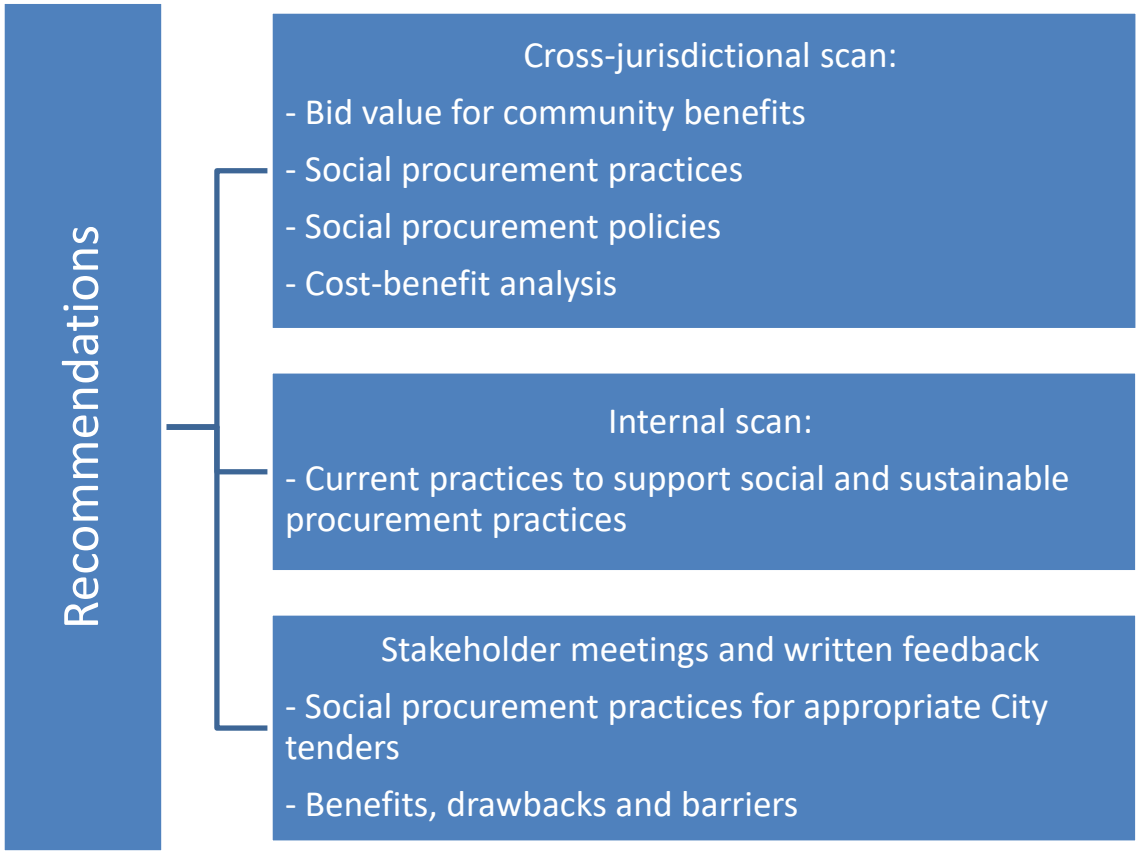
- **Sustainable Procurement** encompasses three pillars – Environmental, Social and Economic. Sustainability is achieved when all three pillars are incorporated into procurement decision making.

- **Sustainable Procurement** means considering social and environmental factors in the procurement process in addition to traditional factors such as price, quality and service, addressing both the sustainability factors related to specific goods or services and the practices of suppliers along the supply chain while considering total costs (e.g., purchase costs, operating/maintenance costs, disposal or recycling costs) and supports the best value for procurement.



Social and Sustainable Procurement

Project tasks



Social and Sustainable Procurement



Why we are here

Council direction on December 17, 2020:

In collaboration with the social enterprise sector and industry, identify social procurement practices for appropriate City tenders with a goal of establishing a bid value for community benefits, consistent with the practice of other comparable Canadian municipalities, including a cost analysis of tendering under a social procurement policy where appropriate.

Report back in 90 days (March 2021)

Social and Sustainable Procurement



Why we are here

1. Find out which social procurement practices are most appropriate for City tenders.
2. Discuss the potential benefits and drawbacks that go along with social and sustainable procurement.
3. Find out which barriers exist to incorporate social and sustainable procurement in City tenders

Feedback will be considered when making recommendations to elected officials when reporting back.

Social and Sustainable Procurement

Current Social Procurement Practices

- Buy fair trade coffee, tea and sugar.
- Work with Mother Earth Recycling to recycle mattresses.
- Include community benefit clauses in evaluation criteria for select RFP's.
- Include an unfair labour practices clause is all clothing and promotional item tenders.
- Utilize social enterprises for some catering, event space, promotional items, painting services, motivational speakers, and entertainment.
- Include clause in all Construction Building tenders to support Universal Design Policy.

Social and Sustainable Procurement

Current Sustainable Procurement Practices

- Include post-consumer waste clauses and certifications in paper contracts to protect our forests
- Include EcoLogo and Green Seal Certifications in all of our building cleaning contracts and window washing contracts in support of the Its Lake Friendly Initiative.
- Include EPEAT certifications, paper reduction strategies, end of life recovery, and evaluation criteria on sustainability for our Multi Function Devices
- Promote purchases of environmentally preferred office supplies
- Include GreenGuard certifications in applicable furniture contracts to reduce indoor air pollution

Social and Sustainable Procurement

Current Sustainable Procurement Practices

- Proper end of life recycling of many commodities (i. e. E-Waste)
- City building composting services at various buildings
- Climate reporting clauses included in all tender and RFP documents that procure transportation services or use vehicles that consume fossil fuels
- Divert wood waste from landfill and re-use good quality soil for tree planting
- Procure Electric Vehicles and charging stations
- Green Building Policy for new City owned buildings

Questions?

Social and Sustainable Procurement

Group Discussion

Questions:

- Which social and sustainable procurement practices are most appropriate for City tenders?
- What are the potential benefits and drawbacks that your industry/sector may experience with social and sustainable procurement practices?
- Are there any barriers that we need to be aware of?

Use the link provided to add your ideas and be prepared to summarize for the larger group

Social and Sustainable Procurement

Next Steps

- Assess and consider feedback
- Stakeholder engagement summary
- Use feedback and jurisdictional scan to write report for Executive Policy Committee consideration, including recommendations
- Executive Policy Committee consideration
- Council consideration

Social and Sustainable Procurement

Thank you

Corinne Evason
Contracts Supervisor
cevason@winnipeg.ca

Winnipeg

Appendix D – Notes from stakeholder meetings

Which social procurement practices are most appropriate for City tenders?

This question has multiple answers and will depend on the type of tender, scale, and resources necessary to complete the tender.

Depends on scale of the procurement

Scale of procurement differs.. CBA are better for larger projects

Catering...subcontract to larger projects

Catering direct purchases

Good and Services... maximize benefits that can be achieved

Any services that employ local employment

Local... look at Winnipeg tax dollars..where's the labour coming from

Internal directory of catering available

Where are the careers available? Is there a career track. Focus here.

Regular market scan of opportunities and strengths within communities.

Repeatable work.

Repeatable work, train and then repeat... economies of scale

One size does not fit all... we need to scale what we expect based on the size of the project

Set asides, steady work, less fear of the unknown, plenty of examples throughout the continent, inclusive

What are the potential benefits and drawbacks that your industry/sector may experience with social and sustainable procurement practices?

Benefits

Benefit... to taxpayers is lower social services costs

Social return on investment reduces overall costs to society

Savings end up in the somewhat wrong pocket. Need to convince leadership to think about Public expenditures as a whole, not just their departmetn or level of gov't.

Clear and measurable benefits

Challenge... cost? No it's an investment. Hard to get people to see it that way

Improve community for members

Need to communicate the benefits.. there's a real gain getting kids out of care, out of jail

Assisting individual with barrier of employment.. their next step is to work for general contractor

Drawbacks

Drawback- Working with marginalized workforce.. do not set someone up to fail

Non-trauma informed practice/workplace can set marginalized populations back.

need to set people up for success

Are there any barriers we need to be aware of?

Wrong pocket savings... who reaps the rewards?

What tender language ends up being.. it it being defined enough... will it affect interest in the job.. could no bids happen? Normally 10 now with clause only 3

Experience is the opposite, you end up with more bids and more replies with CBA in place

It depends on how it's done and if it's done right.

Parking Lot

Information should be shared with working group

Documentation generated by previous participants in this process will need to be shared with the working group once convened.

Some people have declined to participate

Add extra questions, ideas or notes that do not belong on the other boards

In support of a working group

First heard about this in December, it seems rushed

How to we move from pilot projects to ongoing work

Social procurement is not something new

Good intentions can get sidetracked

People who have to embrace this, need to feel included

Want to see a good policy emerge

Do what Calgary did... principals first and then commit to the practice... measure... and do it again

Working group...what are the principals

Let's get a development and implementation strategy.

COW is late to the tea party, do not want this process to slow this down

Don't want to rush and deliver a bad policy

Strategy that's accountable to the WG

Trying to catch up to understand social procurement to allow local buy in

Working group is component of the strategy. Civil needs to demonstrate results

We all have to agree that a policy must happen...

Mandate to WG, how do we do this well and implement community benefits

Which social procurement practices are most appropriate for City tenders?

Composting in all City of Winnipeg facilities, events and programs!

This is jumping the gun. This figure out what works for all sectors. The social enterprises can be very agile.

All sectors can engage in SE development and partnerships. There is no limit to what sectors can work with SE.

Strat with IMPACT

Value based outcomes

I think that a focus on the outcomes and values is a good start. Set up a process to gauge the priorities and possible offerings of current social enterprises.

Practices that prioritize outcomes that are determined with the involvement of social enterprises in each sector

working groups have been happening It may be difficult to engage every sector we should be focussing on the outcomes

Start with the problem/ opportunity and work your way back to solve it

What are the potential benefits and drawbacks that your industry/sector may experience with social and sustainable procurement practices?

Benefits

stablize, scale up, diversify sustainable agriculture and food production at a regional scale; improve regional supply chain

Only benefits for Social Enterprise and the community.

More jobs. More opportunities for training. Reduced recidivism. Get kids out of care. Participation of Indigenous people and businesses into the economy, which they have historically been left out of.

Drawbacks

SP is investment into the community with competitive bidding

Able to measure ROI

Are there any barriers we need to be aware of?

False assumptions.

shift around value

lack of impact studies showing the cost/benefits to social and environmental benefits from social/eco procurement

No, not substandard workforce. Yes, opportunity to train and grow the workforce.

Inflexibility in policies, processes and structures

No, it is not more expense. Yes, it takes more time.

It will take jobs away from other people? No, it will expand your workforce, will allow you to be competitive and expand your marketability. Economic growth needs GROWTH in social and environmental areas too.

More red tape? Standardization on a policy level will put everyone an equal footing.

Creating buy in from the city and the broader community for considering a wider range of values and outcomes in projects

Parking Lot

Add extra questions, ideas or notes that do not belong on the other boards

We need a working group with important stakeholders We should be looking at it as an investment and not an expenditure We need to understand and what we are measuring and are able to measure the return on investment

working groups have been happening It may be difficult to engage every sector we should be focussing on the outcomes

Which social procurement practices are most appropriate for City tenders?

Use sticky notes to add your ideas

social procurement targeting barriered employees/ groups under respresented has been, this work is ongoing giving training to individuals.

ensure that smaller business are not excluded from participating in tenders due to social procurement practices.

involve using the tendering of public construction contracts must be open, transparent and allow bidding on a level playing field. If the city includes a social procurement objective within that tender, it must define

include subcontractors in the evaluation of social benefits.

Measurements or evaluation to fit the industry construction, services and goods.

give 5% to social procurement practices.

What are the potential benefits and drawbacks that your industry/sector may experience with social and sustainable procurement practices?

Benefits

Textile clothing - social enterprises train good people More qualified people in the workforce.

Small businesses have the flexibility to train employees

Social enterprises - good first step for those that need to become work ready.

Recognition and valuation of work that has already occurred within a business/company. Those ees that are working within company have received entry level training.

Drawbacks

recognition of recruitment and training currently happening (for years) in under-represented groups by the construction industry. Any procurement/tender SP requirement should be careful not to displace individuals

Are there any barriers we need to be aware of?

ensure the tenders do not prevent businesses from tendering.

not creating advantages for Manitoba business. Re: buy local. Ensure tax dollars spent in Manitoba for manitobans.

social procurement objective. make sure it's very clear. ***

Has social procurement lead to increased prices???

if it becomes to cumbersome businesses will not bid.

Not understanding the language of the new clauses

Positive lifting city's buying assist others.

Mb is an innovative province, remember that this is about unemployment, social.

Parking Lot

Add extra questions, ideas or notes that do not belong on the other boards

Suggested working group participant: *name removed*

Which social procurement practices are most appropriate for City tenders?

For consideration - the issue may not be what Wpg is already paying for but rather which priorities could be better or more appropriately funded to garner a better return on investment

Postal code targets for hiring based on poverty

clear evaluation methods - setting a target and clear tool to use.

Indigenous employment targets - TRC implimentation

Practices should support fair, open and transparent tendering

Practices should not privilege union or non-union entities

Ensure process is definable and transparent; including a matrix

Start with impact: social procurement as a tool to address social/economic issues, important to start with end goal

Impact based targets - What is the city paying for already? e.g. If the city is paying for crime, then targetting hiring individuals with criminal records.

Potential outcomes to address: recidivism, hiring communities facing barriers to employment, addressing root causes of crime (poverty, etc.)

how are we to identify and recommend "appropriate social procurement practices" without some indication of the policy or desired outcomes that such practices will be subject to?

ensure that all contract tenders guarantee minimum CIWA minimum wage

Mandatory Minimum for Indigenous Content (TRC 92)

Differentiate between Metis and First Nation

Focus impacts on what the City is paying for already

Align procurement with existing City strategies i.e. Our Winnipeg, Indigenous Accord

What are the potential benefits and drawbacks that your industry/sector may experience with social and sustainable procurement practices?

Benefits

Benefits - creates potential employment opportunities for individuals to enter the workforce that would normally engage in the underground economy instead

Social procurement requirements will create structural pathways to good work and supports for underrepresented peoples

entering the construction industry. Industry is already working diligently to build bridges to meaningful employment. Social procurement requirements will help to support and reinforce the good

should still be up front, but weight of community benefit should also be recognized. Expands the opportunity for social enterprises and GCs to get points on tenders for work they are doing (e.g. apprenticeship, indigenous

Evaluation potential: proving outcomes beneficial to the community

Changing perception of Industry as supportive of the community beyond profit.

Social procurement offers a seat at the table for people who historically may have been excluded from the table... this is a good thing.

Benefit - gives for profit industry the chance to get recognition for good work that they are already doing

Social Value Menu: https://prismic-io.s3.amazonaws.com/buy-social-canada/ead715f0-616c-4a9e-815c-94bf846ea64d_Social+Value+Menu+for+CEB+6.3+140720.pdf

Acknowledging the already existing social conscience of business.

When they now up front what the City is looking for an there is a point system that is known, companies will get on board.

Penalties need to be significant enough for failing to meeting social procurement and Indigenous practices. Otherwise some employers would rather pay penalties if they aren't significant enough

Better HR policies - longer term, more loyal employees, less turnover

Drawbacks

Contracts being awarded not on the basis of quality workmanship.

Perception that including Indigenous procurement is equivalent to simply adding a percentage or premium to the bid price

a community benefit agreement with a select group of unions. This means that on designated projects paid for by all citizens of BC, only members of those trade unions are permitted to perform the work. The City of

project-specific opportunities for barriered peoples, rather than long-term careers. May create good optics on a project by project basis, but will social procurement strategies create meaningful, lasting employment for

Are there any barriers we need to be aware of?

Relationship barriers - long term business relationships may be effected

Racism on worksites can be a barrier

it's a circle. large companies have the ability to bid on large projects which in turn creates a cycle of them being the preferred contractor. "Smaller" contractors need to be threaded into components where possible

In companies that are in the middle of a culture shift, they should always hire two people at a time for support.

Things should be scaled over time to give industry a chance to grow and adjust based on the market shift. It should be set on a timeline that is shared to allow for healthy growth.

Partnerships/relationship building (can a working group help this process? bring industry, community, city together to find synergy?)

Fear from City of extra cost

Parking Lot

Add extra questions, ideas or notes that do not belong on the other boards

Our working group was the best one

A lot of support in group 4 for a working group

Which social procurement practices are most appropriate for City tenders?	Theme
Catering...subcontract to larger projects	Catering
Internal directory of catering available	Catering
Catering direct purchases	Catering
Composting in all City of Winnipeg facilities, events and programs!	Composting
Measurements or evaluation to fit the industry construction, services and goods.	Construction
Social purchasing is within the City's purview. Social procurements that involve using the tendering of public construction contracts must be open, transparent and allow bidding on a level playing field. If the city includes a social procurement objective within that tender, it must define the value of that objective, included within the project price	Construction
Practices should not privilege union or non-union entities	Do not exclude
ensure that smaller business are not excluded from participating in tenders due to social procurement practices.	Do not exclude
All sectors can engage in SE development and partnerships. There is no limit to what sectors can work with SE.	Do not exclude
give 5% to social procurement practices.	Evaluation
include subcontractors in the evaluation of social benefits.	Evaluation
clear evaluation methods - setting a target and clear tool to use.	Evaluation
Mandatory Minimum for Indigenous Content (TRC 92)	Indigenous
Differentiate between Metis and First Nation	Indigenous
Indigenous employment targets - TRC implimentation	Indigenous
ensure that all contract tenders guarantee minimum CIWA minimum wage	minimum wage
Align procurement with existing City strategies i.e. Our Winnipeg, Indigenous Accord	Outcomes
Focus impacts on what the City is paying for already	Outcomes
Where are the careers available? Is there a career track. Focus here.	Outcomes
Potential outcomes to address: recidivism, hiring communities facing barriers to employment, addressing root causes of crime (poverty, etc.)	Outcomes
I think that a focus on the outcomes and values is a good start. Set up a process to gauge the priorities and possible offerings of current social enterprises.	Outcomes
Practices that prioritize outcomes that are determined with the involvement of social enterprises in each sector	Outcomes
Strat with IMPACT	Outcomes
working groups have been happening It may be difficult to engage every sector we should be focussing on the outcomes	Outcomes
Value based outcomes	Outcomes
Start with the problem/ opportunity and work your way back to solve it	Outcomes
Good and Services... maximize benefits that can be achieved	Outcomes
Repeatable work.	Repeatable
Repeatable work, train and then repeat... economies of scale	Repeatable
Set asides, steady work, less fear of the unknown, plenty of examples throughout the continent, inclusive	Repeatable
For consideration - the issue may not be what Wpg is already paying for but rather which priorities could be better or more appropriately funded to garner a better return on investment	Return on investment
This question has multiple answers and will depend on the type of tender, scale, and resources necessary to complete the tender.	Scale important
Depends on scale of the procurement	Scale important
Scale of procurement differs.. CBA are better for larger projects	Scale important
One size does not fit all... we need to scale what we expect based on the size of the	Scale important

Postal code targets for hiring based on poverty	Target
Start with impact: social procurement as a tool to address social/economic issues, important to start with end goal	Target
Impact based targets - What is the city paying for already? e.g. If the city is paying for crime, then targetting hiring individuals with criminal records.	Target
social procurement targeting barriered employees/ groups under respresented has been, this work is ongoing giving training to individuals.	Target
Regular market scan of opportunities and strengths within communities.	Target
how are we to identify and recommend “appropriate social procurement practices” without some indication of the policy or desired outcomes that such practices will be	Too soon to say
This is jumping the gun. This figure out what works for all sectors. The social enterprises can be very agile.	Too soon to say
Ensure process is definable and transparent; including a matrix	Transparent
Practices should support fair, open and transparent tendering	Transparent
Any services that employ local employment	Winnipeg companies
Local... look at Winnipeg tax dollars..where's the labour coming from	Winnipeg companies

What are the potential benefits your industry may experience with social and sustainable procurement practices?	Theme
Benefits - creates potential employment opportunities for individuals to enter the workforce that would normally engage in the underground economy instead	Employment opportunity
Textile clothing - social enterprises train good people More qualified people in the workforce.	Employment opportunity
Social enterprises - good first step for those that need to become work ready.	Employment opportunity
Recognition and valuation of work that has already occurred within a business/company. Those ees that are working within company have received entry level training.	Employment opportunity
More jobs. More opportunities for training. Reduced recidivism. Get kids out of care. Participation of Indigenous people and businesses into the economy, which they have historically been left out of.	Employment opportunity
Need to communicate the benefits.. there's a real gain getting kids out of care, out of jail	Employment opportunity
Assisting individual with barrier of employment.. their next step is to work for general contractor	Employment opportunity
There is an untapped workforce in our city… there are real barriers prevent some from entering the construction industry. Industry is already working diligently to build bridges to meaningful employment. Social procurement requirements will help to support and reinforce the good work that is already being done by industry in this regard.	Employment opportunity Perception of industry
Social procurement requirements will create structural pathways to good work and supports for underrepresented peoples	Employment opportunity Representation
Changing perception of Industry as supportive of the community beyond profit.	Perception of industry
Acknowledging the already existing social conscience of business.	Perception of industry
Small businesses have the flexibility to train employees	Perception of industry
Cost and quality should still be up front, but weight of community benefit should also be recognized. Expands the opportunity for social enterprises and GCs to get points on tenders for work they are doing (e.g. apprenticeship, indigenous employment, etc)	Recognize how social enterprises support community
Social procurement offers a seat at the table for people who historically may have been excluded from the table… this is a good thing.	Representation
Evaluation potential: proving outcomes beneficial to the community	Social value
Social Value Menu: https://prismic-io.s3.amazonaws.com/buy-social-canada/ead715f0-616c-4a9e-815c-94bf846ea64d_Social+Value+Menu+for+CEB+6.3+140720.pdf	Social value
Only benefits for Social Enterprise and the community.	Social value
Benefit... to taxpayers is lower social services costs	Social value
Clear and measurable benefits	Social value
Improve community for members	Social value
Social return on investment reduces overall costs to society	Social value

Challenge... cost? No it's an investment. Hard to get people to see it that way	Social value
Savings end up in the somewhat wrong pocket. Need to convince leadership to think about Public expenditures as a whole, not just their departmetn or level of gov't.	Social value
stablize, scale up, diversify sustainable agriculture and food production at a regional scale; improve regional supply chain	Sustainability
When they know up front what the City is looking for an there is a point system that is known, companies will get on board.	Transparency

What are the potential drawbacks your industry may experience with social and sustainable procurement practices?	**Theme**
Penalties need to be significant enough for failing to meeting social procurement and Indigenous practices. Otherwise some employers would rather pay penalties if they aren't significant enough	Companies working around practices
Able to measure ROI (return on investment)	Evaluation
Sometimes, community benefit agreements are used to limit access to the work to only one group of labour. For example, the government of British Columbia has entered a community benefit agreement with a select group of unions. This means that on designated projects paid for by all citizens of BC, only members of those trade unions are permitted to perform the work. The City of Toronto has done the same thing. Evidence suggests that where social procurement is used in this restrictive way, the cost of the public projects increase by 20-25 percent.	Favouring unions
SP is investment into the community with competitive bidding	Lower competition
Perception that including Indigenous procurement is equivalent to simply adding a percentage or premium to the bid price	Perception
Contracts being awarded not on the basis of quality workmanship.	Potential for lower
Drawback- Working with marginalized workforce.. do not set someone up to fail	Practices that do
need to set people up for success	Practices that do
Non-trauma informed practice/workplace can set marginalized populations back.	Practices that do
Potential Drawback: There must be recognition of recruitment and training currently happening (for years) in under-represented groups by the construction industry. Any procurement/tender SP requirement should be careful not to displace individuals already employed by contractors	Risk of not recognizing existing work
Potential for creation of short-term project-specific opportunities for barriered peoples, rather than long-term careers. May create good optics on a project by project basis, but will social procurement strategies create meaningful, lasting employment for underrepresented people groups?	Short-term opportunities

Are there any barriers we need to be aware of?	Theme
In companies that are in the middle of a culture shift, they should always hire two people at a time for support.	Ability to scale
Things should be scaled over time to give industry a chance to grow and adjust based on the market shift. It should be set on a timeline that is shared to allow for healthy growth.	Ability to scale
it's a circle. large companies have the ability to bid on large projects which in turn creates a cycle of them being the preferred contractor. "Smaller" contractors need to be threaded into components where possible	Existing preferences
Experience is the opposite, you end up with more bids and more replies with CBA in place	Existing preferences
Has social procurement lead to increased prices???	Increased cost
lack of impact studies showing the cost/benefits to social and environmental benefits from social/eco procurement	Lack of data
Fear from City of extra cost	Perception
False assumptions.	Perception
No, it is not more expense. Yes, it takes more time.	Perception
It will take jobs away from other people? No, it will expand your workforce, will allow you to be competitive and expand your marketability. Economic growth needs GROWTH in social and environmental areas too.	Perception
shift around value	Perception
Creating buy in from the city and the broader community for considering a wider range of values and outcomes in projects	Perception
No, not substandard workforce. Yes, opportunity to train and grow the workforce.	Perception
Racism on worksites can be a barrier	Racism
not creating advantages for Manitoba business. Re: buy local. Ensure tax dollars spent in Manitoba for manitobans.	Realizing social benefits
Mb is an innovative province, remember that this is about unemployment, social.	Realizing social
Positive lifting city's buying assist others.	Realizing social
Wrong pocket savings... who reaps the rewards?	Realizing social
social procurement objective. make sure it's very clear. ***	Red tape
ensure the tenders do not prevent businesses from tendering.	Red tape
if it becomes to cumbersome businesses will not bid.	Red tape
Not understanding the language of the new clauses	Red tape
More red tape? Standardization on a policy level will put everyone an equal footing.	Red tape
What tender language ends up being.. it it being defined enough... will it affect interest in the job.. could no bids happen? Normally 10 now with clause only 3	Red tape
It depends on how it's done and if it's done right.	Red tape
Inflexibility in policies, processes and structures	Red tape
Relationship barriers - long term business relationships may be effected	Relationships
Partnerships/relationship building (can a working group help this process? bring industry, community, city together to find synergy?)	Relationships

Working Group comments	Theme
Strategy that's accountable to the WG	Accountability
Suggested working group participant: *name removed*	Composition
Some people have declined to participate	Composition
People who have to embrace this, need to feel included	Composition
Information should be shared with working group	Information
Documentation generated by previous participants in this process will need to be shared with the working group once convened.	Information sharing
We need a working group with important stakeholders We should be looking at it as an investment and not an expenditure We need to understand and what we are measuring and are able to measure the return on investment	Measurement
How to we move from pilot projects to ongoing work	Move forward
COW is late to the tea party, do not want this process to slow this down	Move forward
We all have to agree that a policy must happen...	Move forward
Social procurement is not something new	Move forward
working groups have been happening It may be difficult to engage every sector we should be focussing on the outcomes	Outcomes
Working group...what are the principals	Principles
Don't want to rush and deliver a bad policy	Process
Want to see a good policy emerge	Process
First heard about this in December, it seems rushed	Process
Do what Calgary did... principals first and then commit to the practice... measure... and do it again	Process
Trying to catch up to understand social procurement to allow local buy in	Process
Working group is component of the strategy. Civil needs to demonstrate results	Process
Good intentions can get sidetracked	Process
Let's get a development and implementation strategy.	Process
Mandate to WG, how do we do this well and implement community benefits	Process
In support of a working group	Support

Appendix E – Written submissions

WINNIPEG CONSTRUCTION ASSOCIATION
Together We Build Manitoba

February 5, 2021

City of Winnipeg Materials Management
Winnipeg, MB R3B 1B9
Email: cevason@winnipeg.ca

Social Procurement Policy Development for the City of Winnipeg

Winnipeg Construction Association

The Winnipeg Construction Association, established in 1904, represents the commercial construction industry in Manitoba. Our member firms include general contractor, sub-contractors, manufacturers, suppliers, financial institutions, lawyers, insurance and bonding companies and brokers. These members deliver the $2 billion worth of high-quality, cutting-edge industrial, commercial and institutional buildings for Manitoba annually.

The WCA has been proudly serving the ICI construction industry in Manitoba for over 115 years with an independent and reasoned approach to policy and government affairs. Our diverse membership base is our strength, delivering policy and advocacy priorities which are member driven and vetted, always with the focus to serve and promote the construction industry in Manitoba.

All policy advocacy positions are developed in consultation with our diverse membership directly and through our Government Relations Committee. Policy positions are then approved and endorsed through our Board of Directors to ensure WCA positions have an 'all of industry' perspective.

Social Procurement Policy Development

WCA was very happy to be a part of the videoconference held on January 28 to begin a discussion on the development of a social procurement policy for the City of Winnipeg. ***WCA is very supportive of the directive that resulted from that meeting which was to establish a representative working group*** that could identify the policy principles on which a Social Procurement Policy should be based. This is similar to the approach that the City of Calgary took and is an essential first step to creating a successful and transparent policy.

Upon further reflection after that meeting, it may be most appropriate to develop a **construction specific working group.** There are a lot of interested parties in the Social Enterprise/Social Procurement community and developing a working group that deals strictly with specific issues related to construction tendering, project delivery and outcome evaluation has a higher likelihood of delivering workable principles.

As previously mentioned, WCA has a vast membership that spans the entire construction sector. If there

could be one single principle that could align all our members it is the need ***for fair, open, and transparent tendering practices***. We have a large amount of knowledge on what facilitates trust in the tender process and what does not. If seen fit by the organizers, WCA would be happy to aid with the working group, should the council agree with the recommendation from the stakeholders.

We want to be a part of this process because corporate social responsibility is very important to the construction industry and its representative Associations. For example, WCA is a founding member of the Manitoba Construction Sector Council whose primary mandate is to promote, raise awareness and 'job ready' individuals for a career in construction. We are very proud of our involvement in this work and of the vast amounts of work that MCSC does, particularly in remote areas of Manitoba to bring these work opportunities all across Manitoba.

Thank you for the opportunity to provide comment to the development of a Social Procurement Policy for the city of Winnipeg. If you have any questions regarding this submission, please contact Darryl Harrison, Director, Stakeholder Engagement and Advocacy, at darryl@winnipegconstruction.ca.

February 5, 2021

Written Submission to the City of Winnipeg - Social Procurement

Background

We Want to Work is a coalition of groups committed to Winnipeg's social, economic, and environmental health. We care about addressing poverty, supporting good jobs and employment, building sustainable local economies, and taking climate action.

We believe that one of the most effective, efficient, and innovative ways to address these goals would be for all levels of government, including the City of Winnipeg, to use Social Procurement in their purchasing. Social procurement initiatives are an effective policy tool

for creating economic opportunities for citizens while optimizing the return on public sector expenditures.

Social Procurement is the practice of using existing purchasing to support defined economic, social, or environmental community benefits.[1] For government, social procurement meets taxpayers' expectations of financial prudence by leveraging existing procurement spending to not only fulfil a procurement need, but to contribute healthier, sustainable, inclusive, and more economically resilient communities as well.

We are pleased that the City of Winnipeg is moving toward implementing this innovative policy solution across the corporation, beginning with evaluating current practices and considering social procurement practices, including bid value allotted to community benefits and internalizing other corollary returns on investment typically missed by conventional procurement criteria.

Additionally, we were grateful for the opportunity to provide direct feedback to the Materials Management Department on January 28, 2021, as well as the offer for written submissions.

This submission will primarily focus on our collective views on next steps, discussing:

1. Scoping Desired Outcome(s), Definitions, and Measurement
2. Social Procurement Advisory Working Group
    a. Purpose
    b. Mandate
    c. Membership
    d. Implementation

Scoping Desired Outcome(s), Definitions, and Measurement

We recommend that a core first activity of the City of Winnipeg, through the support of a working group discussed further in this submission, ought to be scoping and articulating the desired outcome(s) that social procurement practices will contribute to in the City of Winnipeg. Beginning with clear and measurable outcomes aligning with current strategies, priorities, and policies of the City of Winnipeg will be essential to the success of social procurement practices.

Additionally, it will be crucial to come to a shared understanding of social procurement between the City of Winnipeg and community stakeholders, particularly the proposed working group members. This will help to ensure that a Social Procurement policy, strategy, and implementation plan is widely understood and supported.

[1] Buy Social Canada - A Guide to Social Procurement. Available here: https://prismic-io.s3.amazonaws.com/buy-social-canada/956643a0-0408-4ca0-8e66-636faacffdbc_BSC_socialprocurement_R5_EN_SCREEN.pdf

Finally, defining how outcomes will be measured and evaluated, and collaborating on the tools used to undertake this, will be also crucial for the success of the policy. A fair and transparent policy, process, and implementation plan is also key to success.

We would suggest the City of Winnipeg look toward the various levels of progress that the cities of Calgary, Toronto, Edmonton, Vancouver, as well as the Coastal Communities Social Procurement Initiative, have undergone in developing a social procurement policy. Many of the recommendations in this document come from our research of these practices and conversations with both community stakeholders and members of the Public Service in other cities.

Social Procurement Advisory Working Group

Purpose

We advise the City of Winnipeg strike a working group, with clear Terms of Reference, with the purpose of advising and supporting the City in the process of creating, implementing, and evaluating Social Procurement and community benefits into the existing procurement process. This Working Group could support a multi-year approach of a Social Procurement Strategy. We note that the vast majority of the stakeholders consulted on January 28th were in alignment on the need for an advisory working group through the creation, development, and maintenance of a social procurement policy. Many of our recommendations specifically stem from the experiences of the City of Calgary in their Social Procurement Strategy.

Specifically, the working group should have the purpose of contributing to:

- Articulating desired outcomes of social procurement practices, considering possible social, economic, and environmental community benefits
- Support the development of an implementation strategy with clear goals, targets, and work plans
- Supporting alignment with pre-existing City of Winnipeg strategies, commitments, and priorities, potentially including OurWinnipeg, the forthcoming City of Winnipeg Poverty Reduction Strategy, the Winnipeg Indigenous Accord, the Winnipeg Advantage - Economic Development Winnipeg, or Winnipeg's Climate Action Plan
- Provide perspectives from community stakeholders to the Public Service
- Build relationships, collaboration, and innovation between suppliers and purchasers, as well as between community-based organizations, social enterprises, industry associations and partners, and more
- Identify measurable benchmarks and criteria and evaluation methods, support fulfillment of evaluation criteria, and provide clarity on specific RFP matrices or processes to develop matrices on a case-by-case basis moving forward
- Identify pilot project candidates and 'low-hanging fruit' opportunities for social procurement tendering

- In-group education, development, and learning about the field of social procurement and best practices, including peer learning opportunities and presentations from municipalities and/or organizations outside of Winnipeg

Mandate

The working group should be advisory only, and not a decision-making body. Of course, the City Council and Executive Policy Committee would continue to have decision-making authority over a social procurement strategy and implementation plans. Further articulation of the reporting lines and working group accountability mechanism could be articulated.

We would encourage development of a Terms of Reference that articulates the expectation that community stakeholders participating would represent their sector voice in a positive and collaborative manner, in addition to expected time commitments and meeting processes. We would see a great benefit to maintaining a Working Group throughout policy development, implementation, and ongoing refinement.

Membership

We recommend the following membership, in the hopes of suggesting clarification of language within the Council motion on December 17, 2020, "in collaboration with the social enterprise sector and industry".

We know from the practice of other Canadian municipalities, such as Calgary or Toronto, that a collaborative approach, bringing together key community stakeholders, Indigenous organizations, social enterprise, industry, and members of the Public Service have produced the strongest social procurement policies, practices, and implementation plans.

We suggest the following broad categories of membership from community stakeholders that would produce what we believe would be a representative and comprehensive working group. Specific suggestions of organizations are included for the City's consideration. We have not outlined suggestions for members of the Public Service who should participate, though recommend inclusion across departments in the spirit of alignment with existing city priorities. Further, we have outlined local social enterprise subject matter experts within the variety of sectors outlined below.

- Representative(s) from umbrella urban Indigenous organizations
    - Aboriginal Council of Winnipeg
    - Members of the Winnipeg Indigenous Executive Circle
- Representative(s) from the Manitoba Metis Federation
- Representative(s) from First Nations leading economic and land development within the City of Winnipeg
- Representative(s) from organizations contributing to Indigenous employment and economic development
    - Centre for Aboriginal Human Resource Development

    - Winnipeg Poverty Reduction Council - TRC 92: Youth Employment
- Representative(s) from the Winnipeg Chamber of Commerce
- Representative(s) from the construction sector and social enterprise subject matter experts (SMEs)[2], including:
    - Winnipeg Construction Association
    - Manitoba Heavy Construction Association
    - Mechanical Contractors Association of Manitoba
    - Construction Labour Relations Association of Manitoba
    - Manitoba Building Trades
- Representative(s) from the Canadian Community Economic Development Network (CCEDNet) - Manitoba office
- Representative(s) from community development and community-based organizations
    - North End Community Renewal Corporation
    - University of Winnipeg Community Renewal Corporation
- Representative(s) from food service organizations and social enterprise SMEs
- Representative(s) from waste and recycling sector social enterprise SMEs
- Representative(s) from disability-serving organizations with an employment focus
- Representative(s) from organizations contributing to newcomer inclusion with an employment focus
- Representative(s) from administrative/information technology services
- Representative(s) from public sector trade unions
    - CUPE 500
- At-large appointments

We would also highly encourage the development of a working group consider equity, specifically the inclusion of women, non-binary people, Indigenous and racialized communities.

Implementation

Further, we suggest that a member of the Public Service be hired or devoted to supporting the working group and the development and implementation of a Social Procurement strategy. Short of this, any necessary training opportunities for members of the Public Service to ensure that staff people have what they need to support a Social Procurement strategy and a working group would be beneficial to the process.

[2] We suggest Social Enterprise subject matter experts be determined in consultation with the social enterprise sector.

Submitted collectively by:

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