Winnipeg

Sustainable Procurement Action Plan

2022-2025

Prepared by Buy Social Canada

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Land and Water Acknowledgment

Winnipeg is located in Treaty One Territory, the home and traditional lands of the Anishinaabe (Ojibwe), Ininew (Cree), and Dakota peoples, and in the National Homeland of the Red River Métis. Our drinking water comes from Shoal Lake 40 First Nation, in Treaty Three Territory.

Introduction

Every purchase has an economic, social, environmental, and cultural impact. The City of Winnipeg spends $400M annually on goods, services, and construction. Achieving 'best value' for residents through sustainable procurement is an opportunity to formalize and maximize positive benefits and minimize adverse effects of procurement.

While many Suppliers are already providing positive benefits in their communities, such as running apprenticeship and vocational training programs for Equity Groups and First Nations, Inuit and Red River Métis peoples, this is not formally recognized in the current procurement practices of the City.

To address this gap, Winnipeg, like other municipalities across Canada, is adopting Sustainable Procurement practices to intentionally recognize the work already being done by Suppliers to create positive impact and to amplify the positive impacts that can happen through spending.

To date, efforts have focused on addressing environmental and ethical human rights issues with successful outcomes such as purchasing energy efficient copiers, green cleaning supplies, and Fairtrade certified coffee.

Through a phased-in and iterative approach, the Sustainable Procurement Action Plan (SPAP) will work to enhance fair, open and transparent purchasing across all four pillars of Sustainable Procurement: environmental, ethical, social, and Indigenous.

What is Sustainable Procurement?

Sustainable Procurement is about capturing the economic, social, environmental, and cultural impacts of purchasing decisions to foster healthy and vibrant communities. It is a powerful tool to help the City deliver on sustainability priorities outlined in key Plans and Policies. See **Appendix B** for strategic alignment of sustainable procurement.

Sustainable Procurement embeds relevant sustainability considerations into the selection of goods and services, along with factors such as price, quality, service, and technical specifications. It maintains fair, open, and transparent bidding, while addressing both the sustainability factors for a specific good or service as well as the operational practices of suppliers along the supply chain. Sustainable Procurement means getting best value for the City over the total life of a good or service, while seeking and amplifying opportunities that address environmental, ethical, social, and Indigenous opportunities and risks.

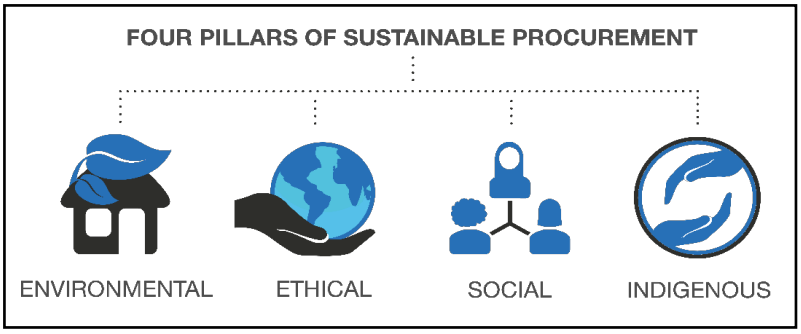
Here are three examples of what this looks like in practice:

1. When the City buys coffee for its food services areas, it could add organic, Fairtrade or locally roasted coffees to the mix of coffees offered, or only carry blends that have a recognized sustainability certification (e.g., Fairtrade). This preference could be expressed in bidding documents. Then, when evaluating bids from potential suppliers, the City would look at how effectively suppliers were able to deliver on sustainability opportunities and, importantly, whether these came at a price that represented best overall value.
2. When buying promotional items, looking at the procurement through a sustainability lens could mean prioritizing purchases from Indigenous businesses or from social enterprises who provide employment for individuals facing barriers.
3. When purchasing for construction projects, bid documents could include a question about whether a company uses an internal or external organization's construction employment-training program that recruits workers from target Equity Groups.

A Four-Pillar Program

Winnipeg has adopted a four-pillar model which promotes a comprehensive approach to sustainable procurement that addresses supply chain opportunities across four pillars: environmental, ethical, social, and Indigenous.

The City has historically addressed environmental and ethical risks and opportunities; and in recent years has started to address opportunities in the social and Indigenous pillars such as purchasing from social enterprises and Indigenous businesses. Now, through the implementation of the SPAP, the City will develop a program that delivers positive outcomes across all four pillars.



Sustainable Procurement Program

A Sustainable Procurement Program is built on a foundation of shared vision and goals which are achieved through an iterative process of implementing a set of diverse mechanisms to achieve defined metrics, while still ensuring that the procurement process is fair, open, and transparent. A Sustainable Procurement Program is founded on city policy, led by city staff, with the engagement and advice of community stakeholders, Indigenous Rightsholders, and business sectors.

Vision and Goals

The Sustainable Procurement vision includes the high-level aspirations that the community and the City have identified through various strategic plans, engagement with City staff, and engagement with stakeholders and Indigenous Rightsholders. The strategic plans and policies that inform the vision include:

- Winnipeg's Indigenous Accord
- OurWinnipeg 2045 Development Plan
- Winnipeg's Poverty Reduction Strategy
- Universal Design Policy
- Equity Diversity and Inclusion Policy & Strategy
- Newcomers Welcome and Inclusion Policy & Strategy
- Winnipeg's Climate Action Plan
- Winnipeg's Green Building Policy: New City-owned Buildings and Major Additions
- Winnipeg's Green Fleet Plan

See **Appendix B** for the strategic alignment with the relevant policies and plans.

Sustainable Procurement Vision

Our procurement practices fully consider the relevant social, economic, cultural, and environmental impacts related to the goods and services we purchase and the suppliers who deliver them. Sustainable procurement helps to:

- Increase environmental responsibility and resilience through Indigenous knowledge, natural resource preservation, renewal, enhancement, and reuse.
- Develop an equitable, diverse, and inclusive community and remove systemic barriers.
- Support education and employment opportunities to foster social and economic equity.
- Strengthen community cohesion through inclusive engagement, reconciliation, collaboration, and responsiveness with all members of the community.

Sustainable Procurement Goals

The Sustainable Procurement goals take the high-level vision and ground them with specific outcomes that can be asked for and reported on in the procurement process. These goals will contribute to the vision:

- Increase employment of First Nations, Inuit and Red River Métis peoples
- Increase employment of Equity Groups
- Increase in organizations paying a Living Wage
- Increase training and apprenticeship opportunities for Equity Groups, including First Nations, Inuit and Red River Métis peoples
- Increase contract and subcontracts with social enterprises, Indigenous businesses and diverse businesses
- Enhance City of Winnipeg knowledge of public and private employment training entities and increase partnerships between contractors and these entities
- Align public and private education and training programs with potential employment through sustainable procurement
- Suppliers are recognized for and increase their contributions to the advancement of the Winnipeg community socially, economically, culturally and environmentally
- Increase energy efficiency and reduce greenhouse gas emissions
- Increase economy circularity, reduce consumption and increase waste diversion
- Increase access to local and sustainable food

In the table below the sustainable procurement program is summarized. The vision, goals, mechanisms and reporting metrics lead to each other in that order. Then the reporting metrics provide feedback on the vision and goals.

Note: The ethical pillar is not featured in the table because the requirement for no forced labour or child labour is a standard that will be applied across all procurements moving forward.

Design Flow

Feedback

Vision

- Increase environmental responsibility and resilience through Indigenous knowledge, natural resource preservation, renewal, enhancement, and reuse.
- Develop an equitable, diverse, and inclusive community and remove systemic barriers.
- Support education and employment opportunities to foster social and economic equity.
- Strengthen community cohesion through inclusive engagement, reconciliation, collaboration, and responsiveness with all members of the community.

Five Key Sustainable Procurement Opportunity Areas for the Indigenous, Social and Environment Pillars

Social, Indigenous and Environmental Pillars

Employment	Skills and Training	Social Value in the Supply Chain	Community Development	Environment

Goals

- Increase employment of First Nations, Inuit and Red River Métis peoples *(Employment, Indigenous)*
- Increase employment of Equity Groups *(Employment)*
- Increase in organizations paying a Living Wage *(Employment)*
- Increase in training and apprenticeship opportunities for Equity Groups and First Nations, Inuit and Red River Métis peoples *(Skills and Training)*
- Increase contracts and subcontracts with social enterprises, Indigenous businesses and diverse businesses *(Social Value in the Supply Chain, Indigenous)*
- Enhance City of Winnipeg knowledge of public and private employment training entities and increase partnerships between contractors and these entities *(Employment, Skills & Training, Community Development)*
- Align public and private education and training programs with potential employment through sustainable procurement *(Employment, Skills & Training, Community Development)*
- Suppliers are recognized for and increase their contributions to the advancement of the Winnipeg community socially, economically, culturally and environmentally *(Community Development)*
- Increase energy efficiency and reduce greenhouse gas emissions *(Environment)*
- Increase economy circularity, reduce consumption and increase waste diversion *(Environment)*
- Increase access to local and sustainable food *(Environment)*

Sustainable Procurement Mechanisms

- Below threshold purchases
- Sustainable Procurement RFx Questionnaire
- Community Benefit Agreements
- Set aside contracts for Indigenous businesses and social enterprises

Reporting Metrics

All

- #, $, % of bids that included sustainability (environmental, ethical, social, Indigenous) specifications
- Average weighting allocated to sustainability in RFPs
- Number of solicitations that included at least one diverse supplier, Indigenous supplier, or social enterprise on the bidders list
- Percent of contracts with mandated targets for GHG emission reductions

Indigenous and Social

- % of spend with Indigenous / diverse businesses, and social enterprises
- #, $ value of contracts awarded to Indigenous / diverse businesses and social enterprises
- # of equity group members who received employment or skills training on city projects

Environment

- % of spend on 3rd party eco-certified products
- GHG emission reductions (tCO2 equivalent)
- Waste reduction or avoidance (kg)

Sustainable Procurement Mechanisms

The Sustainable Procurement program will use multiple procurement mechanisms appropriate to advance the vision and goals while complying with legal and trade agreement parameters.

Below Threshold Purchases ($10,000)

Purchasing Card spend will prioritize SPAP goals.

Create and utilize Social Enterprise, Indigenous Business and Diverse Business Supplier List.

Below trade agreement threshold purchases can intentionally include businesses from the supplier list in requests for quotes.

Sustainable Procurement Questionnaires on RFx

A set of Sustainable Procurement Questionnaires will be used to evaluate and provide appropriate weighting of the sustainable procurement component of bid documents. This will be included on various RFx documents, such as Request for Information (RFI), Request for Quotation (RFQ) and Request for Proposal (RFP). The questions asked in the Questionnaire will align with the sustainable procurement goals listed above.

Community Benefit Agreements

A community benefit agreement (CBA) is a legally enforceable agreement on construction, infrastructure and development projects for specific social value outcomes like hiring, training, apprenticeships, or procurement and sub-contracting that ensures projects enhance social, cultural, Indigenous, environmental, and economic opportunities for the community. The benefits are designed with a specific community focus, so the approach to both the structure of the CBA and the targets varies widely across Canada and internationally.

The development of CBAs is an iterative process and requires consideration on a project-by-project basis upon criteria that will be developed with stakeholders and Indigenous Rightsholders participation, as well as meaningful engagement with stakeholders and Indigenous Rightsholders as to the project-specific issues and merits of its use.

The key design components needed to develop the CBA tactic within the SPAP are:

- What scale or type of project will trigger a CBA consideration
- Feasibility review on potential CBA projects to determine if project is appropriate
- Early and meaningful engagement with the City, Indigenous Rightsholders, industry and community stakeholders in the planning and design of the CBA to maximize the project opportunities
- How the CBA will be incorporated into the selected bid process
- What specific community benefit outcomes will be sought related to hiring, training apprenticeships, and social value purchasing also known as, the CBA targets
- How the community benefits are reported
- What is the accountability and incentive framework for efforts toward and accomplishment of targets

CBA Pilot North End Water Pollution Control Centre

Council passed a motion that future tenders for subsequent phases of the North End Water Pollution Control Centre Project require bidders to include the following information and undertakings in their submissions, which will be evaluated as part of that Bid Opportunity. Projects like this provide a foundation for a Sustainable Procurement CBA pilot to be developed with the following components and the design elements listed above.

1. Specific information on its intended partnerships or self-directed plans to secure a diverse skilled project labour workforce.
2. Estimated numbers and classifications of skilled tradespersons to be employed.
3. Specific commitments to engage skilled labour including targets for employment of Equity Groups and First Nations, Inuit and Red River Métis Peoples within the Manitoba market.
4. Proposed plans and partnerships with organizations to promote employment and training initiatives for Indigenous and other Equity Groups within the Manitoba market.

Following this pilot project, the CBA tactic may be applied to other infrastructure and construction projects based on a feasibility assessment process through consideration and engagement on a project-by-project basis with stakeholders and Indigenous Rightsholders.

Set aside contracts for Indigenous businesses and Social Enterprises

Trade Agreements allow targeted set aside purchasing opportunities for Indigenous businesses. When the decision parameters are met, the SPAP will allow staff to identify and utilize Indigenous only bid opportunities.

Trade Agreements allow exceptions for purchasing from non-profit social enterprises, SPAP will allow staff to identify opportunities and utilize this option for procurement.

Prior to implementation, full transparency and the decision parameters for the utilization of a set aside opportunity will be designed with meaningful engagement with stakeholders and Indigenous Rightsholders to ensure a fair, open, and transparent procurement process.

Communication and Engagement

The success of the SPAP requires a meaningful, iterative, transparent, engaged, and relationship building communication and engagement process.

a. Identify a designated staff person to serve as the Sustainable Procurement Liaison, providing a point of contact and continuity internally and externally.
b. Establish a multi-sector stakeholder and Indigenous Rightsholders Sustainable Procurement Advisory Table. Members from the Sustainable Procurement Action Plan Main Working Group along with select internal city policy and program staff will be invited to join. Additional external community, business, Equity Groups and First Nations, Inuit and Red River Métis representatives may be invited to join as well, as determined by the Sustainable Procurement Liaison.
c. Facilitate a Winnipeg social procurement purchaser and supplier roundtable as a process for understanding opportunities and creating procurement relationships. The members of the Sub-external Working Groups will be invited to participate as suppliers, purchasers, training organizations, Equity Groups and First Nations, Inuit and Red River Métis peoples who can build relationships to deliver on sustainable procurement goals in City contracts. The City will be a purchaser, but other public and private purchasers will be invited to participate as well to increase sustainable procurement opportunities across Winnipeg.
d. Host an Indigenous procurement engagement and relationship building event twice per year in partnership with Indigenous Relations Division. These events will be hosted in collaboration with Indigenous Chamber of Commerce, Manitoba Métis Federation, Indigenous businesses and Rightsholders.
e. Utilize the City's website and social media accounts to promote and educate suppliers and external stakeholders and Indigenous Rightsholders on SPAP program implementation.
f. Consistent with existing City policy and bid templates, SPAP processes will offer a post-tender debrief to all bidders upon written request.

Roles and Responsibilities

Materials Management will lead development and implementation of the Sustainable Procurement Program with strong support from the Office of Sustainability, Indigenous Relations Division, Equity Office, client departments, and subject matter experts in supporting departments. Delivering on sustainable procurement requires coordination and collaboration across departments and meaningful engagement with external stakeholders and Indigenous Rightsholders. The table below outlines a proposed division of program implementation responsibilities for key internal departments and external stakeholders and Indigenous Rightsholders that promotes collaboration and engagement.

Role	Responsibilities
Sustainable Procurement Liaison	• Primary point of contact for sustainable procurement at the City of Winnipeg for internal departments and external stakeholders, and Indigenous Rightsholders. • Responsible for overseeing the Social Procurement Framework and Sustainable Procurement Action Plan. • Lead the Sustainable Procurement Advisory Table and report annually to the Executive Policy Committee. • Support the Winnipeg Social Procurement Roundtable. • Enhance City of Winnipeg knowledge of public and private employment training entities.
Sustainable Procurement Advisory Table *Representatives from Materials Management, client departments and supporting departments, external stakeholders and Indigenous Rightsholders*	• Meet quarterly to review the Sustainable Procurement Program. • Provide perspectives and serve as an information sharing link between community, industry, stakeholders and Indigenous Rightsholders and the Public Service. • Discuss successes and challenges encountered and adapt program development as needed. • Identify upcoming procurement opportunities that have sustainability opportunities/risks. • Support communication and engagement within and across departments. • Advise on the implementation of the Social Procurement Framework (SPF). • Contribute to the iterative development of tools, related procedures, social value requirements, evaluation criteria, and measurement KPI's and targets.
Winnipeg Social Procurement Roundtable *Winnipeg purchasers, including the City but others as well, members of the Sub-external Working Groups, local social enterprises, Indigenous businesses and diverse businesses*	• The City will work with a community organization(s) to convene a quarterly roundtable to bring together purchasers and suppliers to build relationships and identify opportunities. • Opportunity for private sector purchasers who sell to the City to connect with social enterprises, Indigenous businesses and diverse businesses and incorporate them into their supply chain for larger City projects.

City Department	Responsibilities
Materials Management *Those who manage and facilitate the procurement process.*	• Develop and maintain program elements such as sustainable procurement tools and related procedures. • Collaborate with client departments to identify sustainability opportunities and risks in procurements. • Assist with incorporating sustainability criteria into specifications. • Develop and deliver SP training and communications for employees. • Lead sustainable procurement program measurement and reporting.
Office of Sustainability *Those responsible for policy work on Winnipeg's Climate Action Plan, and the Green Building Policy for New City-Owned Buildings and Major Additions*	• Provide advice and direction on alignment with Climate Action Plan. • Advise on climate and other environmental risks within the City's supply chain. • Provide sustainability advice on development of environmental specifications. • Incorporate SP into future climate action and climate resiliency planning. • Contribute data and information for reporting and other communications.
Client departments *Those who hold authority on buying decisions and end-users of products/services*	• Identify sustainability opportunities within upcoming procurements. • Collaborate with Materials Management to incorporate sustainability into specifications and assign appropriate weighting to sustainability evaluation criteria. • Contribute data and information for reporting and other communications. • Manage suppliers to ensure delivery of sustainability outcomes specified in contracts.
Supporting departments *Subject matter experts with knowledge, expertise, and shared interest in ensuring SP supports City priorities.*	• Provide expertise and advice for the development of sustainability requirements within solicitations and participate on evaluation teams. • **Assets and Project Management:** advise on Universal Design Policy opportunities. • **Communications:** advise on the Training & Communications Plan; support delivery mechanisms; and help align with branding and other communications initiatives. • **Community Services:** advise on Poverty Reduction Strategy, Newcomers Welcome and Inclusion Strategy, and department opportunities. • **Economic Development Office:** advise on Indigenous procurement opportunities and partnerships. • **Equity Office:** advise on Equity Diversity and Inclusion (EDI) Policy and Strategy, and report on EDI Goal 5 and EDI Strategic Action 4.4. • **Indigenous Relations Division:** advise on engagement with First Nations, Inuit and Red River Métis peoples, Indigenous businesses, and businesses with employment of First Nations, Inuit and Red River Métis peoples that take concrete actions to support the Journey of Reconciliation and the Missing and Murdered Indigenous Women, Girls and Two-Spirited Peoples Calls for Justice. • **Planning Property and Development:** advise on CBA's and links to OurWinnipeg 2045. • **Public Engagement:** advise on external stakeholder engagement. • **Strategic Planning:** advise on alignment with City Strategic Plans and Policies.

Training

A diverse set of training materials and methodologies will be designed and implemented to support internal and external stakeholders, Indigenous Rightsholders and users to engage with and respond to sustainable procurement. The City website, webinars, and posted videos can be utilized to support the SPAP implementation and the cross-sector learning across multiple topics, including cultural diversity and inclusion, supplier readiness, and internal City staff capacity.

To support the Indigenous pillar of the program, information for non-Indigenous companies and individuals to learn about Indigenous history and rights will be available. Acknowledging the intersectionality of the pillars, Indigenous knowledge of environmental stewardship will be foundational to the environmental pillar.

As the Sustainable Procurement Liaison develops knowledge of public and private sector employment training entities, opportunities to align and channel sustainable procurement training opportunities with these entities will be identified and implemented.

Reporting

Sustainable Procurement success occurs when City purchasing contributes to the vison and goals identified above.

The measures below are aligned with achieving the goals, and will need continuous review, clarity and revision by internal city staff in consultation with the Sustainable Procurement Advisory Table.

The identified mechanisms' implementation priorities, RFx Questionnaires, and CBA requirements will be set based upon achieving measurable outcomes, such as outlined below.

To ensure public transparency and accountability, the Sustainable Procurement Liaison, on behalf of the Sustainable Procurement Advisory Table, will report to Executive Policy Committee on the progress of the Sustainable Procurement Program Action Plan and outcomes. The reporting will be at minimum on an annual basis and more frequently as deemed necessary by the committee.

The following reporting metrics have been identified for the sustainable procurement pillars.

All Pillars

- Number and value of bids that include SPAP goals with measurable specifications
- Range of weighting allocated to sustainability in RFx documents
- Number of below threshold solicitations that include at least one diverse supplier, Indigenous supplier, or social enterprise
- Number of public solicitations responses that include diverse supplier, Indigenous supplier, or social enterprise bids
- Number and percent of contracts with mandated targets for GHG emission reductions
- Number and value of bids won by local and small businesses

Social and Indigenous

- Percent of total spend with Indigenous businesses, diverse businesses, and social enterprises
- The number and the dollar value of contracts awarded to Indigenous, diverse businesses and social enterprises
- Number of Equity Group members and First Nations, Inuit and Red River Métis peoples who received skills training or apprenticeship opportunities through City contracts
- The number and the dollar value of sub-contracts awarded to Indigenous, diverse businesses and social enterprises through Tier 1 contractors and CBA agreements

Environmental

- Percent of spend on 3rd party eco-certified products
- GHG emission reductions (tCO2 equivalent) reported by City contractors
- Waste reduction or avoidance (kg) reported by City contractors

Implementation Plan

The Sustainable Procurement Action Plan for 2022 to 2025 consists of a three-year, iterative process with components related to the Sustainable Procurement Program, communication and meaningful engagement, implementation, training and evaluation. Through these key elements, robust implementation plans will contribute to the sustainable procurement vision and goals. It is possible that as the plan develops and we gain learnings, the plan may shift and evolve as needed.

Environmental	Ethical	Social	Indigenous
• Increase energy efficiency and reduce greenhouse gas emissions. • Increase economy circularity, reduce consumption and increase waste diversion. • Increase access to local and sustainable food.	Retain highest level possible of ethical procurement, such as avoiding unfair labour and enforcing elimination of labour, forced labour, and employment discrimination.	Achieve positive outcomes identified in the Social Procurement Framework including: • Suppliers are recognized for and increase their contributions to the advancement of the Winnipeg community socially, economically, culturally and environmentally • Increase in employment of First Nations, Inuit and Red River Métis peoples • Increase in employment of Equity Groups • Increase in organizations paying a Living Wage • Increase in training and apprenticeship opportunities for Equity Groups, and First Nations, Inuit and Red River Métis peoples • Increase in contract and subcontracts with social enterprises, Indigenous businesses and diverse businesses • Enhance City of Winnipeg knowledge of public and private employment training entities and partnerships between contractors and these entities. • Align public and private education and training programs with potential employment through sustainable procurement	

Year 1 Implementation Actions

Program Element	Actions
September – November 2022	
Program	• Develop SPAP procedure guidance to supplement the Materials Management Policy and include processes for each of the Sustainable Procurement Mechanisms
Communication and Engagement	• Appoint the Sustainable Procurement Liaison • Establish the Sustainable Procurement Advisory Table • Establish the Winnipeg Social Procurement Roundtable • Host an Indigenous Procurement Luncheon in collaboration with Indigenous Chamber of Commerce, Indigenous businesses and Rightsholders • Establish formal partnerships with First Nation, Red River Métis and Inuit Rightsholders • Begin engagement on the design of the CBA Pilot for the North End Water Pollution Control Centre Phase 2

Implementation	• Work with client departments to design pilot plan. Identify 10 to 15 upcoming procurements with high sustainability opportunities to pilot. These can include:
	  ○ Contracts with potential to be set aside for social enterprise or Indigenous businesses
	  ○ Projects with sustainable procurement RFx questionnaire opportunities
	  ○ Projects with potential to reduce greenhouse gas (GHG) emissions
	• Create a supplier registry through a standing Request for Information (RFI) for social enterprises, Indigenous businesses and diverse businesses and utilize existing directories
	• Develop sustainable procurement RFx questionnaire

Training	• Integrate sustainable procurement informational materials into Selling to the City webinars • Provide priority purchasing criteria and training for Purchasing Card users

	• Provide training materials on the purpose and the use of the SPAP Questionnaire for internal and external stakeholders and Indigenous Rightsholders
Evaluation	• Define metrics based on goals and questionnaires, develop reporting processes, and create a user Evaluation Guide • Build a Social Value Menu with various clauses for each pillar
December 2022 – February 2023	
Program	• Develop the CBA process for a City pilot project such as the North End Water Pollution Control Centre
Communication and Engagement	• Create a landing page for Sustainable Procurement which will include information on the program, opportunities to engage and the standing RFI for the supplier registry • Establish formal partnerships with First Nation, Red River Métis and Inuit Rightsholders • Create short videos for website landing page • Host the quarterly Sustainable Procurement Advisory Table • Support the quarterly Winnipeg Social Procurement Roundtable
Implementation	• Implement and monitor the pilot plan
Training	• Continue internal and external training
Evaluation	• Report quarterly to the Sustainable Procurement Advisory Table
March – May 2023	
Program	• Collect data and draft annual report to Executive Policy Committee
Communication and Engagement	• Host the quarterly Sustainable Procurement Advisory Table • Support the quarterly Winnipeg Social Procurement Roundtable • Host an Indigenous Procurement engagement event in collaboration with Indigenous Chamber of Commerce, Indigenous businesses and Rightsholders • Report relevant data to First Nation, Red River Métis and Inuit Rightsholders as part of the formal partnership agreements

Implementation	• Gather data on pilots and move to full implementation of sustainable procurement mechanisms
Training	• Integrate sustainable procurement messaging into Selling to the City webinars • Continue internal and external training • Create short videos
Evaluation	• Report quarterly to the Sustainable Procurement Advisory Table • Report to First Nation, Red River Métis and Inuit Rightsholders as part of the formal partnership agreements
June – August 2023	
Program	• Update the program as needed to reflect findings from the pilot phase
Communication and Engagement	• Host the quarterly Sustainable Procurement Advisory Table • Support the quarterly Winnipeg Social Procurement Roundtable • Hold ongoing engagements with First Nation, Red River Métis and Inuit Rightsholders as part of the formal partnership agreements

Implementation	• Implement Sustainable Procurement across purchases
	  ○ Contracts with potential to be set aside for social enterprise or Indigenous businesses
	  ○ Projects with social value opportunities
	  ○ Large-scale infrastructure project(s) to pilot a community benefit agreement process
	  ○ Projects with potential to reduce greenhouse gas (GHG) emissions

Training	• Updates as needed
Evaluation	• Report to Executive Policy Committee on Sustainable Procurement Program, and First Nation, Red River Métis and Inuit Rightsholders as part of the formal partnership agreements

Year 2 Implementation Actions

September 2023 – August 2024	
Program	• Apply a minimum weighting for sustainability criteria in solicitations • Monitor and update procedures as needed • Review Year 3 implementation actions and refine as needed
Communication and Engagement	• Create and promote success stories • Host the quarterly Sustainable Procurement Advisory Table • Support the quarterly Winnipeg Social Procurement Roundtable • Host two Indigenous Procurement engagement events in collaboration with Indigenous Chamber of Commerce, Indigenous businesses and Rightsholders • Hold ongoing engagements with First Nation, Red River Métis and Inuit Rightsholders as part of the formal partnership agreements
Implementation	• Develop a Supplier Code of Conduct • Develop new tools to support specific topics (e.g., GHG reductions, circular economy) or processes (Total Cost of Ownership). • Include sustainability performance measures in ongoing contract management conversations and performance reviews
Training	• Provide annual training to staff and to suppliers
Evaluation	• Identify preliminary targets based on baseline reporting • Report annually to Executive Policy Committee on Sustainable Procurement Program • Report to First Nation, Red River Métis and Inuit Rightsholders as part of the formal partnership agreements

Year 3 Implementation Actions

September 2024 – August 2025	
Program	• Review program for recommended updates • Design implementation plan for years 4-6
Communication and Engagement	• Host the quarterly Sustainable Procurement Advisory Table • Support the quarterly Winnipeg Social Procurement Roundtable • Host two Indigenous Procurement engagement events in collaboration with Indigenous Chamber of Commerce, Indigenous businesses and Rightsholders • Hold ongoing engagement with First Nation, Red River Métis and Inuit Rightsholders as part of the formal partnership agreements
Implementation	• Create standard sustainability specifications for common product/service categories (for example print materials, building deconstruction).
Training	• Provide annual training to staff and to suppliers
Evaluation	• Assess and adjust targets • Report annually to Executive Policy Committee on Sustainable Procurement Program • Report to First Nation, Red River Métis and Inuit Rightsholders as part of the formal partnership agreements

Recommendations and Next Steps

Based on the timeline and workplan outlined above the framework and design work of Phase 1 will provide City of Winnipeg with the plans, outcomes and processes to implement the SPAP and help develop the Program elements over a three (3) year period.

Appendix A – Definitions

"Best value" seeks to meet all requirements around cost, quality and trade agreements, while also seeking to advance positive sustainability impacts and reduce potential negative impacts or mitigate potential risks.

"Community Benefit Agreement" is a specific mechanism or contractual arrangement used in the procurement of large-scale infrastructure projects to ensure the project delivers social value to the local community.

"Diverse business" is a business that is at least 51 per cent owned, managed, and controlled by an equity group.

"Equity Groups" are groups that have historically been denied equal access to employment, education, and other opportunities and includes but is not limited to: Indigenous Peoples, Racialized peoples, newcomers (less than 5 years in Canada); Persons with Disabilities; Women; people facing poverty; Veterans, and 2SLGBTQ+ (Two-spirit, Lesbian, Gay, Bisexual, Trans, Queer, plus) Peoples.

"HIPO" or High Impact Procurement Opportunity is a procurement with high volume, high spend and / or strategic importance for sustainability to be prioritized for sustainable procurement.

"Indigenous business" is a business that is 51 per cent owned, managed, and controlled by one or more Indigenous Persons of Canada (member of a First Nation, the Red River Métis Nation, or Inuit communities).

"Indigenous Rightsholders" refers to the Red River Métis Nation, First Nations, and Inuit Rightsholders. Rightsholders in this context refers to both Treaty and Aboriginal rights, which were given constitutional recognition in Section 35 (1) of The Constitution Act, 1982.

Indigenous Rights include a range of cultural, social, political, and economic rights held by Indigenous Peoples, including the right to establish treaties; and include the right to land to practice the right to fish, to hunt, and to practice one's own culture.

"Living Wage" defined as the amount needed for a person working full-time to cover basic necessities; support healthy development of children; escape financial stress; and participate in the social, civic and cultural life of the community.

"Purchasing Card" refers to a credit card procured by the City of Winnipeg and provided to Public Service employees to pay for goods and services required for the delivery of City of Winnipeg services.

“RFx” is an acronym for Request for [x], where x stands for Information (RFI), Proposal (RFP) or Quotation (RFQ).

“Social Enterprise” refers to a business that seeks to achieve a defined social, cultural, or environmental goal and the majority of net profits are reinvested in the social, cultural, or environmental goal. It often involves a mandate to hire, train and provide wrap- around supports for people facing multiple barriers to employment.

“Social procurement” is the practice of leveraging procurement to generate added social value above and beyond the value of the goods or services themselves.

“Sustainable Procurement” is the practice of embedding relevant sustainability considerations into the selection of goods and services, along with traditional factors such as price, quality, service, and other functional specifications. Sustainable procurement means getting best value for an organization over the total life of a good or service, while seeking opportunities that address environmental, ethical, social, and Indigenous opportunities and risks.

“Tier 1 Supplier” refers to a supplier that supplies goods or services directly to the purchasing organization.

“Tier 2 Supplier” refers to a supplier that supplies goods or services directly to a Tier 1 Supplier.

“Total Cost of Ownership” refers the direct social, environmental and financial costs to the City of products, services and construction during their acquisition, use and end of life phases. All contracts will be evaluated based on the full range of costs that may include acquisition, maintenance, replacement, legal disposal, training costs, environmental and social impacts associated with goods or services.

“Workforce Development” refers to providing employment, apprenticeships and training opportunities for people experiencing economic disadvantage, including those from equity groups. This includes recognized apprenticeship training programs that provide candidates with access to the skilled trades.

Appendix B – Strategic Alignment

In the matrix below an analysis of Winnipeg policy

and plans which are related to the key sustainable procurement opportunity areas of employment, training and skills development, social value supply chain, community development and environment inform the identification of the sustainable procurement vision.

Strategic Vision	Sustainable Procurement Pillars and Key Opportunity Areas				
	Social, Indigenous, Ethical and Environmental Pillars				
	Employment	Skills and Training	Social Value In the Supply Chain	Community Development	Environment
Winnipeg's Indigenous Accord					
Create a more equitable and inclusive society by closing the gaps in social, health, and economic outcomes that exist between Indigenous and non-Indigenous Canadians.	X	X		X	
OurWinnipeg 2045 Development Plan					
Leadership and Good Governance: Promote trust and government responsiveness through meaningful, inclusive and informed community engagement.				X	
Environmental Resilience: Prioritize the transition to a resilient, low-carbon future.					X
Environmental Resilience: Promote low-carbon, energy-					X

Strategic Vision	Sustainable Procurement Pillars and Key Opportunity Areas				
	Social, Indigenous, Ethical and Environmental Pillars				
	Employment	Skills and Training	Social Value In the Supply Chain	Community Development	Environment
efficient buildings through low-energy building design, construction and retrofitting.					
Environmental Resilience: Minimize and divert waste from landfill.					X
Economic Prosperity: Address poverty as an unacceptable and costly outcome of systemic barriers, through collaboration with the community and other government bodies.	X	X	X	X	
Social Equity: Achieve a safe, resilient, and inclusive community by eliminating systemic barriers that result in discrimination, and creating opportunities for social, economic and political inclusion.	X	X	X	X	
Social Equity: Build social cohesion through community development solutions, coordinated, effective partnerships, and responsive service delivery.				X	
Winnipeg's Poverty Reduction Strategy					

Strategic Vision	Sustainable Procurement Pillars and Key Opportunity Areas				
	Social, Indigenous, Ethical and Environmental Pillars				
	Employment	Skills and Training	Social Value In the Supply Chain	Community Development	Environment
Improving the lives of the most at-risk residents makes the city better for everyone.	X	X		X	X
The urgent housing needs of shelterless residents are addressed through proactive, multi-sectoral partnerships.	X			X	
Improve employment and income outcomes for low-income Winnipeggers through hiring, training, compensation, and purchasing practices.	X	X			
Review purchases and look for products or services that overlap with what social enterprises offer.			X		
Residents in extreme poverty are most impacted by the environmental crises.					X
Improvements to transportation and transit infrastructure and services prioritize areas of higher poverty, and increased interconnectivity to employment	X			X	

Strategic Vision	Sustainable Procurement Pillars and Key Opportunity Areas				
	Social, Indigenous, Ethical and Environmental Pillars				
	Employment	Skills and Training	Social Value In the Supply Chain	Community Development	Environment
and affordable goods and services.					
Community development models and collaborative approaches are enhanced or initiated for service planning and delivery in areas of higher poverty.				X	
Use of City's tools and resources are maximized to reduce system inequities.			X		
Universal Design Policy					
Ensure that new civic buildings, environments, products, services and programs are designed to be useable by a wide range of citizens.				X	X
Equity Diversity and Inclusion Policy & Strategy					
To create an inclusive city where community members feel safe, supported, included and engaged in meaningful change, improvements, products,	X	X		X	

Strategic Vision	Sustainable Procurement Pillars and Key Opportunity Areas				
	Social, Indigenous, Ethical and Environmental Pillars				
	Employment	Skills and Training	Social Value In the Supply Chain	Community Development	Environment
programs and services to foster social and economic equity.					
Practice sustainable procurement and develop supplier diversity.			X		X
Develop best practices in sustainable procurement in all four pillars: Indigenous, social, environmental and ethical.	X	X	X	X	X
Newcomers Welcome and Inclusion Policy & Strategy					
Build relationships to foster community safety and trust.				X	
Create training and employment opportunities for Newcomer youth at the City.	X	X			
Support Newcomer employment opportunities through social procurement policies and related initiatives.	X	X	X		
Winnipeg's Climate Action Plan					
Understand and Integrate Business and Economic Implications of Climate Action into Decision Making Processes.					X
Reduce Consumption and Increase Waste Diversion.					X

Strategic Vision	Sustainable Procurement Pillars and Key Opportunity Areas				
	Social, Indigenous, Ethical and Environmental Pillars				
	Employment	Skills and Training	Social Value In the Supply Chain	Community Development	Environment
Ensure New Areas of Growth are Designed According to the Principles of Complete Communities.				X	X
Implement Opportunities to Improve Winnipeg's Resilience and Adaptability to the Effects of a Changing Climate.					X
Winnipeg's Green Building Policy for New City-Owned Buildings and Major Additions					
All newly constructed City-owned buildings and major additions with a footprint greater than 500 square meters (5,400 square feet) shall be certified by a green building standard (LEED® Silver or better, Green Globes Design™ 3 Globes or better, or other such third-party verified standards).					X
Winnipeg's Green Fleet Plan					
Ensure all light duty fleet tenders put a significant weight on fuel efficiency to ensure light duty vehicles are as fuel efficient as possible.					X
Explore the opportunity to prioritize low-emitting					X

Strategic Vision	Sustainable Procurement Pillars and Key Opportunity Areas				
	Social, Indigenous, Ethical and Environmental Pillars				
	Employment	Skills and Training	Social Value In the Supply Chain	Community Development	Environment
engines in call-out lists for outsourced work in City tenders. Consultation with the private sector would be a part of this exploration.					
Investigate the feasibility of applying the strategies of the green fleet plan to all pieces of equipment rented by the City for delivery of City services.					X
Explore the opportunity for requiring adherence to the City's anti-idling directive in all outsourced tenders' bid opportunity templates.					X