Winnipeg

Appendix 1

2023 Sustainable Procurement Action Plan

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Introduction

Every purchase has a social, economic, and environmental impact, whether intended or not. Through Sustainable Procurement, we are leveraging existing procurement activities to achieve positive social value objectives that align with City of Winnipeg strategic goals and plans.

We have adopted a four-pillar program which promotes a comprehensive approach to sustainable procurement that address supply chain opportunities across four pillars: environmental, ethical, social, and Indigenous.

One of the key activities that is part of the Council approved Sustainable Procurement Action Plan (2022) is to collect data and draft an annual report to the Executive Policy Committee. This report provides a background on the Sustainable Procurement Program, reviews the design and implementation of Sustainable Procurement mechanisms, provides details on engagement, communications, and trainings completed, and discusses the next phase of the Sustainable Procurement Action Plan.

Background

Prior to the adoption of the Sustainable Procurement Action Plan (SPAP), the City of Winnipeg had sustainable procurement included in policy, adopted the Social Procurement Framework (2021) and established a multi-stakeholder working group. To further support the design and implementation of the Sustainable Procurement Action Plan, the City contracted Buy Social Canada through a competitive RFP in 2022.

Buy Social Canada conducted extensive engagement with the main working group and four sub-external working groups, to draft the Sustainable Procurement Action Plan. City Council voted in 2022 to adopt the Sustainable Procurement Action Plan, a three year phased-in and iterative approach plan that will work to enhance fair, open and transparent purchasing across all four pillars of Sustainable Procurement: environmental, ethical, social, and Indigenous.

The Sustainable Procurement Program is built on a foundation of shared vision and goals and founded on city policy and internal and external engagement. It is the City and community's vision that through Sustainable Procurement, the City will:

- 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; and
- Strengthen community cohesion through inclusive engagement, reconciliation, collaboration, and responsiveness with all members of the community.

To achieve the Sustainable Procurement vision, Sustainable Procurement goals have been created 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 o 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; and
- Increase access to local and sustainable food.

The Sustainable Procurement Program uses multiple sustainable procurement mechanisms to advance the vision and goals of the City and community while complying with legal and trade agreement parameters. The following sustainable procurement mechanisms have been either designed, or designed and implemented in Year 1 of the Sustainable Procurement Action Plan:

1. Below Threshold Purchases
2. Sustainable Procurement Questionnaires on RFx
3. Community Benefit Agreements
4. Set Aside Contracts for Indigenous Businesses and Social Enterprises
5. Social Value Menu

In addition to the above mechanisms, the program has been supported by the multi-stakeholder Sustainable Procurement Advisory Table (SPAT). The SPAT was established in April 2023 as the next evolution of the main external working group and meets on a quarterly basis to provide feedback and insights on the development of the program. The SPAT consists of a variety of internal and external stakeholders representing the interests of the Winnipeg community, local businesses, Social Enterprises, Indigenous Businesses, and industry.

Administrative Standard

On March 24, 2004, the Council adopted the new Materials Management Policy, supplemental to this policy was the creation of Administrative Standard No. FM-002 (the "Administrative Standard"). The Administrative Standard outlines:

- "The delegations of authority under the Materials Management Policy;
- The direction to administer the Materials Management Policy; and
- Other delegations of authority and procedures related to Procurement and Contract Administration."[1]

To support the progression and implementation of the Sustainable Procurement Action Plan, the Administrative Standard was updated in 2023 to include "Appendix 12 Sustainable Procurement" (Appendix 12). Appendix 12 "applies to all goods and services acquired by, or on behalf of, the City of Winnipeg" and "requires all departments to embed relevant sustainability considerations into the selection of goods and services, along with factors such as price, quality, service, and technical specifications."[2]

Through Appendix 12 City employees can procure goods or services in a way that balances social impact, environmental impact and fiscal responsibility. Appendix 12 includes a definition of sustainable procurement, reiterates the City's commitment to sustainable procurement, provides sustainability criteria for procurement consideration, outlines sustainable procurement mechanisms and guidance, and identifies roles and responsibilities for implementation.

As the Sustainable Procurement Action Plan progresses, and additional mechanisms are developed, the Administrative Standard will be updated to reflect these changes and will act as a centralized document that builds on the existing role and responsibilities of Public Service.

Sustainable Procurement Mechanisms

Below Threshold Purchases

The Below Threshold Purchases mechanism refers to the purchasing of goods or services that are below the trade agreement thresholds, do not require additional authorization outside of Department approval, and are not already on a standing order contract. These purchases can either be done by Purchasing Cards (P-Cards) or through Purchase Orders.

[1] Administrative Standard No. FM-002, last updated November 2021.
[2] Administrative Standard No. FM-002, last updated November 2021.

Below Threshold Purchases support the achievement of the Sustainable Procurement vision by encouraging City employees to use their purchasing cards to prioritize purchasing goods or services from Social Enterprises, Indigenous Businesses, Diverse Businesses, and Living Wage certified businesses.

To help City employees shift their purchasing to the above priority businesses, Public Service created two tools – a Wallet Card and a Social Procurement Supplier Registry. The intention is that through the implementation of these tools City employees can better find businesses and inform their purchasing decisions.

Throughout 2023, the Public Service developed the Social Procurement Supplier Registry. The Registry launched on the City of Winnipeg Sustainable Procurement webpage in December 2023. Social Enterprises, Indigenous Businesses, and Diverse Businesses can request to register and will be added to an online database upon approval. To date, 11 businesses have registered, with additional promotion of the Supplier Registry anticipated for 2024.

In addition, Public Service created a Wallet Card to serve as a reminder about the priority businesses and environmental considerations that City employees should keep in mind when making below threshold purchases. In October 2023, a P Card training was held with 259 City employees in attendance. The training was well received by City employees with many expressing curiosity and support for the program. Questions asked were specific to the implementation of Wallet Cards, and guidance on how to prioritize environmental, ethical, social, and Indigenous considerations with price and technical considerations.

Sustainable Procurement Questionnaire on RFX

A set of Sustainable Procurement Questionnaires (Questionnaires) were developed to evaluate and provide appropriate weighting of sustainable procurement components on bid documents. Sustainable Procurement Questionnaires can be included on RFxs like Request for Information (RFI), Request for Qualifications (RFQ) and Request for Proposals (RFP).

Two Questionnaires were developed through iterative engagement and discussion with the Sustainable Procurement Advisory Table. An Environmental Procurement Questionnaire which asks questions related to the environmental goals of the SPAP, and a Social Procurement Questionnaire which asks questions related to social and Indigenous goals of the SPAP.

To prepare City employees for the implementation of the Questionnaires, two internal training sessions were held in September 2023, with 281 participants. The trainings provided City employees with an overview of the Sustainable Procurement Program and walked through both Questionnaires explaining the questions asked, how the Questionnaires will be

used, and provided guidance on how questions should be evaluated and scored. The trainings were recorded to support future City employee learning. Public Service also created a Scoring Guide for the Questionnaires to further support education and roll out.

Similarly, two external Questionnaire trainings were held for industry in September 2023, with 212 participants' total. The trainings followed similar programming to that of City employees, however, less emphasis was placed on how to score the questionnaire and more emphasis on how points would be allocated. Overall, the Questionnaires were well received with most questions asked about scoring.

To further support Industry, three training videos were created and shared on the City of Winnipeg's Sustainable Procurement webpage. The first video provides Sustainable Procurement 101 and information on the SPAP. The second and third videos provide the same information and guidance on the Questionnaires that was shared in the trainings.

Finally, 13 questionnaire pilots took place to gather baseline data, support supplier readiness and identify where gaps in the Questionnaires might be. Findings from the Questionnaire pilots can be found in the Social Procurement Questionnaire Pilot Analysis section of this report.

Social Value Menu

The Social Value Menu is a list of clauses that can be used in Tenders and RFxs. These clauses are contractual requirements that can drive measurable social, Indigenous, and environmental outcomes from the City's procurement. For example, these clauses can require that a certain percentage of employment hours go to Equity groups or Indigenous Rightsholders. The Contractor would then be required to report on this requirement. Other examples include meeting certain environmental specifications.

Thorough engagement and discussion took place when developing the Social Value Menu. The Social Value Menu was shared internally and with SPAT members to gather feedback and help ready industry. Upon engagement with the SPAT table, additional engagement and training was requested for the construction industry by Manitoba Heavy Construction Association (MHCA) and Winnipeg Construction Association (WCA).

In November 2023, Public Service held an engagement session with MHCA and WCA members, where they shared the Social Value Menu and tools that were developed to support implementation. The session was well received by industry with most questions revolving around implementation. Critical feedback like shifting the reporting requirement so that progress reports are required halfway through and at contract completion instead of at second progress and contract completion was shared. In addition to providing clarification on

who constitutes employees for the clauses. Public Service have taken all this feedback into consideration and have updated the Social Value Menu to reflect what was shared. Additional trainings are planned for the beginning of 2024, with piloting to follow.

Community Benefit Agreements

As a part of the SPAP, Community Benefit Agreements were identified as a sustainable procurement mechanism. 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 particular community focus so the approach to both the structure of the CBA and the targets varies widely across Canada and internationally.

On February 24, 2022, City of Winnipeg Council directed that social procurement bidding requirements which are like a CBA are to be considered and evaluated in future Tenders of the NEWPCC Upgrade: Biosolids Facilities Project:

- Specific information on its intended partnerships or self-directed plans to secure a skilled project labour workforce;
- Estimated numbers of and classifications of skilled tradespersons to be employed;
- Specific commitments to engage skilled labour including targets for employment of Indigenous peoples and other under-represented groups within the Manitoba market; and
- Proposed plans and partnerships with organizations to promote employment and training initiatives for Indigenous and other under-represented groups within the Manitoba market.

Between December 2022 – January 2023, the City of Winnipeg and Buy Social Canada invited stakeholders representing the construction sector, labour unions, social enterprises, training organizations and employment organizations to provide input on the social procurement bidding requirements that will be included in the upcoming bid for the Progressive Design Build of the North End Water Pollution Control Centre (NEWPCC) Upgrade: Biosolids Facilities.

Building on the recommendations of this engagement, the Progressive Design Build RFP was released in July 2023 with a minimum threshold of specific target employment hours for Indigenous peoples and other under-represented groups (totaled together). Within the Manitoba market, this specific target employment hours is being set at a minimum of 5% of skilled labour hours and will include subcontractors. Moreover, the intention of the

Progressive Design Build RFP is to collaborate with the design builder to set a higher target during the development period.

Additionally in the fall of 2023, Public Service researched examples of social procurement clauses in price-based tenders across municipalities and public organizations. The findings from this research highlighted the importance of collaboratively setting social procurement objectives with contractors and using incentives instead of penalties to have successful social procurement outcomes. Besides the early works projects, this tender will also include social procurement clauses, and act as Community Benefit Agreement pilots for the Biosolids Facilities project and other future City of Winnipeg civil construction projects with the aim of collecting data on skilled labour and refine processes for gathering this information.

In December 2023, two proponents were shortlisted in the Progressive Design Build RFP. To be shortlisted, proponents were evaluated on their understanding and commitment to adhere to the social procurement requirements of the Contract.

In 2024, one shortlisted proponent will be selected to be the development partner. This will be selected in part by the proponent's specific plans and partnerships to successfully implement the social procurement requirements for the contract.

In 2024 to 2025, the development partner will collaboratively work with the City to optimize the percentage of skilled labour by Indigenous and other under-represented groups within the Manitoba market. This will include the usage of incentives.

By the end of 2025, the City intends to enter into a Design Build Agreement with the development partner to finish design and build the Biosolids Facilities while successfully achieving the social procurement requirements of the Contract that were collaboratively developed.

Set Aside Contracts for Indigenous Businesses and Social Enterprises

Trade agreements allow targeted set aside purchasing opportunities for Indigenous Businesses and non-profit Social Enterprises. These contracts can be set aside for direct purchase or subject to limited competition between a pool of candidates. The use of set asides can support the City in achieving its social and Indigenous goals.

In August 2023, Public Service began researching examples of Indigenous and non-profit social enterprise set asides to help create internal guidance for set aside use. Through consultation with legal and City employees the first draft of the *Indigenous Set Aside Guide* and *Social Enterprise Single Source Guide* were developed and then shared with key stakeholders for additional engagement.

Four engagements were completed with Indigenous Rightsholders on the *Indigenous Set Aside Guide*. Specifically, stakeholders from the Manitoba Métis Federation, Southern Chiefs' Organization, the Indigenous Chamber of Commerce and Mother Earth Recycling an Indigenous Social Enterprise provided thoughtful insight and feedback on the development of the Guide. This feedback has been taken into consideration by Public Service and where possible, the Guide has been updated to reflect the suggested amendments. The Guide is now being shared with key internal stakeholders for feedback.

In 2024, training sessions will be held for City employees on both set aside guides. As Public Service collects data and information on how the set aside guides work in practice, the Guides will be updated.

Training

A diverse set of training materials and sessions took place to support internal and external stakeholders, Indigenous Rightsholders and users to engage with and respond to sustainable procurement. Critical to the success of the Sustainable Procurement Action Plan is ensuring that all stakeholders feel supported in the roll out of the pilots and that all trainings, engagements, and communication incorporate change management methods. Over the course of 2023, Public Service:

- Hosted 3 training sessions for internal employees;
- Hosted 3 training sessions for external stakeholders;
- Created 4 internal guidance documents;
- Developed and launched the internal and external Sustainable Procurement webpages; and
- Created 3 online training videos for all stakeholders on the external webpage.

The total number of participants at the SPAT meetings and internal and external training sessions was 788.

Communication and Engagement

Fundamental to the success of the Sustainable Procurement Action Plan has been building relationships through meaningful, collaborative, and transparent communication and engagement with key stakeholders. Several communication and engagement actions were completed over the course of the year and are described in more detail below.

Sustainable Procurement Liaison Role

In June 2023, the Sustainable Procurement Liaison role was appointed to Corinne Evason. The Sustainable Procurement Liaison oversees the implementation of the Sustainable

Procurement Action Plan and acts as the primary point of contact for sustainable procurement at the City of Winnipeg for internal departments and external stakeholders, and Indigenous Rightsholders. This role is critical to the long term success and cohesion of the program as they lead the SPAT, report annually on outcomes, and work to enhance City of Winnipeg knowledge of sustainable procurement opportunities challenges. The appointment of this role has been paramount in moving the SPAP forward and connecting communities across Winnipeg.

Sustainable Procurement Advisory Table

The Sustainable Procurement Advisory Table (SPAT) was appointed in April 2023 to maintain transparency, collaboration, and engagement between the City of Winnipeg, community stakeholders and Indigenous Rightsholders. The SPAT provides on-going input on the design of the program elements, ensures accountability and that the goals of the Program are being met.

The SPAT meets on a quarterly basis, where they:

- 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 and sectors;
- Advise on the implementation of the Sustainable Procurement Action Plan (SPAP);
- 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;
- Maintain a respectful, constructive, results-oriented dialogue with all members of the group, allowing all members an opportunity to voice their opinions;
- Work effectively within a diverse group to collaboratively discuss and propose solutions to issues as they arise.

The SPAT is made up of over 20 members, representing various City departments, local businesses, social enterprises, Indigenous Rightsholders, and industry to ensure that well-rounded perspectives and the Winnipeg community is represented. The total SPAT attendance for 2023 was 36 participants.

The SPAT convened three times throughout 2023 where they provided valuable input on the development and implementation of the Sustainable Procurement Questionnaires, Below Threshold Purchases, the Social Value Menu, Set Asides, and the design of the Social Procurement Roundtable. Members of the SPAT are always encouraged to contact the Sustainable Procurement Liaison outside of the convenings should they feel additional engagement or training is required.

Winnipeg Social Procurement Roundtable

The purpose of the Social Procurement Roundtable (Roundtable) is to provide an opportunity for purchasers from across Winnipeg to connect with Social Enterprises, Indigenous Businesses, and Diverse Businesses and incorporate them into their supply chains. The Roundtable will be held on a quarterly basis, with each event centering around different themes and requiring active engagement from attendees.

In May 2023, Public Service engaged with the SPAT table on the design of the Social Procurement Roundtable. Two members, the Indigenous Chamber of Commerce and CEDDNet offered to help the support and delivery of the Social Procurement Roundtable by being co-chairs. Several meetings took place with the co-chairs, to help design the first Roundtable which is scheduled to take place in February 2024.

Sustainable Procurement Webpages

Over the course of the year, Public Service developed and launched the external City of Winnipeg Sustainable Procurement webpage which has been monumental in effectively communicating and engaging with the broader Winnipeg community. The webpage provides details on the Sustainable Procurement Program, the SPAP vision and goals, frequently asked questions, contains a list of resources for additional learning, links relevant supplier directories, and includes the Questionnaire training videos. In addition, the webpage allows interested Social Enterprises, Indigenous Businesses, and Diverse Businesses to register as a social procurement supplier.

Public Service also launched the internal Sustainable Procurement webpage which provides similar information and resources to the external webpage, with additional materials and guidance to support City employee learning and execution of the mechanisms.

Outcomes

The Sustainable Procurement Action Plan has made significant progress throughout 2023 with the emphasis on pilots, engagement and building the necessary infrastructure to ensure the on-going success of sustainable procurement. The establishment of this infrastructure

sets the foundation to further track and report on the City's sustainable procurement outcomes in future years.

This section provides an analysis on the RFx Sustainable Procurement Questionnaire pilots, information on bid solicitations that included sustainable procurement requirements related to environmental goals or that were awarded to a Social Enterprise, Diverse Business or Indigenous Business, and additional engagements that took place to support the development of partnerships and relationships across the City, purchasers, and social value suppliers.

Sustainable Procurement Requirements on Bid Solicitations

In 2023, a total of 17 bid solicitations included sustainable procurement or were awarded to Social Enterprises, Diverse businesses, and Indigenous businesses as described in Table 1 below.

Table 1. Number of Sustainable Procurement Requirements on Bid Solicitations

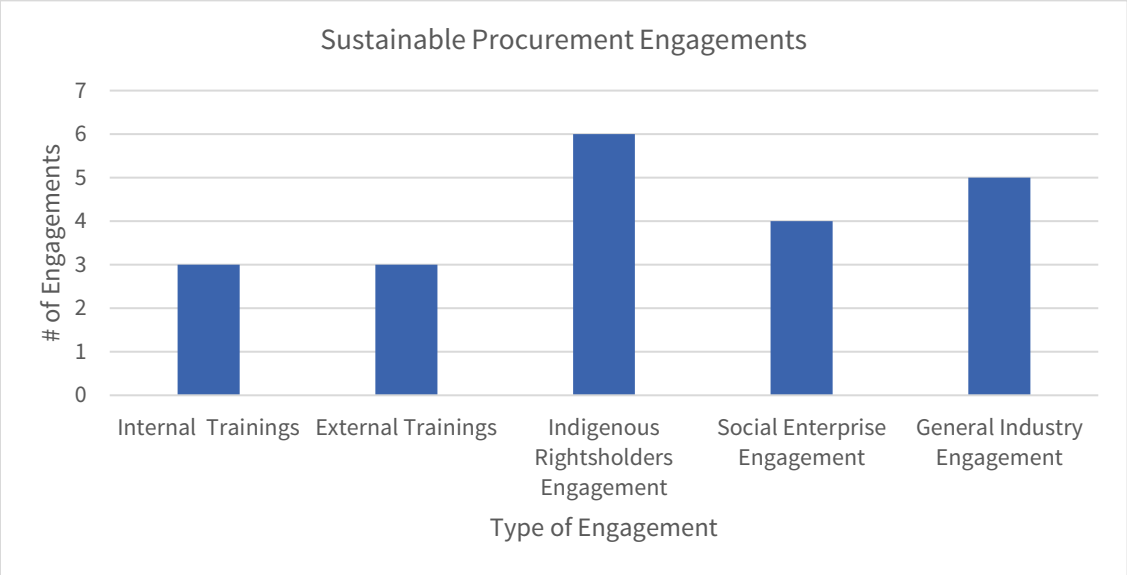
	Sustainable Procurement Action Plan Pillars			
	Environmental	**Ethical**	**Social**	**Indigenous**
# of single source solicitations to Social Enterprises			3	
# of single source solicitations to Indigenous Business				5
# of single source solicitations to Diverse Business			1*	
# of solicitations with Environmental Requirements	7			
# of solicitations with Equity Group Clause			1	
# of solicitations with Living Wage Clause			1	

*Note that the single source solicitation for the Diverse Business was also an Indigenous Business. As such the total number of solicitations that included sustainable procurement clauses or utilized a single source was 17.

Sustainable procurement clauses on bid solicitations or using single source awards are newly developed sustainable procurement mechanisms. As such, the early use of these mechanisms suggests a cultural shift in the way that the City purchases. By utilizing these mechanisms City employees support the following SPAP goals: suppliers are recognized for and increase their contributions to the advancement of the Winnipeg community socially, economically, culturally and environmentally; and increase contract and subcontracts with Social Enterprises, Indigenous Businesses and Diverse businesses.

Sustainable Procurement Engagements

Figure 1: Sustainable Procurement Engagements



Engagement is a key component to the success and longevity of the Sustainable Procurement Action Plan. As such, Public Service has completed an additional 21 engagements outside of the quarterly SPAT meetings. Figure 1 provides a breakdown of the engagements which have included internal and external trainings on sustainable procurement mechanisms, one on one engagements with Indigenous Rightsholders and Social Enterprises on the development of mechanisms, and general industry engagement which ranged from attending industry events or hosting events about the progress of the program.

These engagements have supported SPAP goals including:

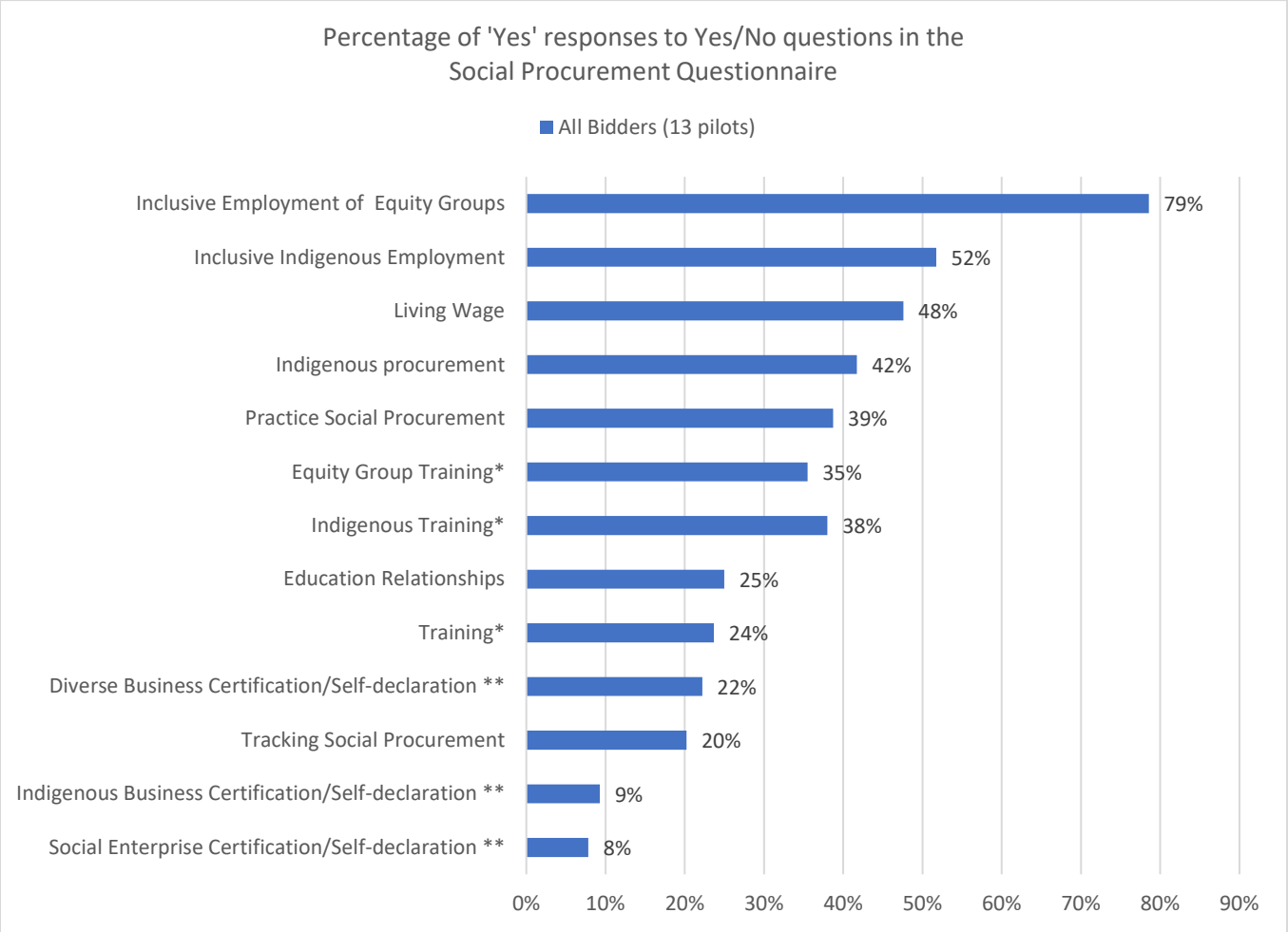
- Enhance City of Winnipeg knowledge of public and private employment training entities and increase partnerships between contractors and these entities;
- Development of partnerships with suppliers, Indigenous stakeholders and Rightsholders, community, business, and industry groups to deliver, monitor and improve the social outcomes achieved through procurement activities; and
- Establish relationships with Indigenous governments, businesses, and related organizations to identify and enable Indigenous-related procurement opportunities

Social Procurement Questionnaire Pilot Analysis

Between March 1, 2023, and August 31, 2023, the Social Procurement Questionnaire was piloted on 13 Requests for Proposals. During this time, the Environmental Procurement Questionnaire was piloted on 1 Proposal. However, no Proposals were received and as such

this analysis will only review the Social Procurement Questionnaire pilot data. Most Proposals (92%) were weighted 10 percent with the remaining (8%) weighted 30%. It was recommended that a 10% weighting be used for the pilots to support the rollout of the Social Procurement Questionnaire. Weighting was increased where it was felt that more priority should be given to the social value e.g., procuring an Indigenous Liaison Consultant.

Figure 2: Percentage of 'Yes' responses to Yes/No questions in the Social Procurement Questionnaire



*N=12 for questions related to training.

**Of the 13 pilots, only 3 were able to use self-declaration as verification method.

Figure 2 shows that for 2023, the greatest number of 'Yes' responses that received points across all Proponents for the Social Procurement Questions were for questions related to:

- Inclusive employment practices of Equity Groups (79%);
- Inclusive employment practices of Indigenous Rightsholders (52%);
- Living wage policy or certification (48%);
- Indigenous procurement (42%); and
- Practicing social procurement (39%).

The fewest number of 'Yes' responses across all Proponents were for questions related to:

- Social enterprise certification or self-declaration (8%);
- Indigenous business certification or self-declaration (9%);
- Tracking of social procurement (20%);
- Diverse business certification or self-declaration (22%).

Proponents can verify their business type through self-declaration on bid solicitations between $10,000-$75,000 (CAD), and through third party certification on bid solicitations greater than $75,000.

The variation between number of 'Yes' responses suggests that while many businesses are supportive of inclusive employment practices for Equity Groups or Indigenous Rightsholders, the number of Indigenous Businesses or Diverse Businesses responding to these bids is limited. Similarly, the data suggests that businesses are supportive of social procurement but that the number of Social Enterprises responding to these bids is limited.

This could be attributed to small to medium sized Social Enterprises, Indigenous Businesses, and Diverse Businesses having less awareness of contract opportunities with the City or requiring more support in navigating the application process.

Finally, the pilot indicates that while many organizations practice social procurement (39%), less than half of those who practice social procurement track their social procurement spend. This finding suggests that businesses need more capacity to track and report on social procurement.

Looking ahead

In 2023 the Sustainable Procurement Action Plan made strides in the development of many sustainable procurement mechanisms and supportive infrastructure like the Social Procurement Roundtable and sustainable procurement webpages. Looking ahead the Sustainable Procurement Action Plan will focus on piloting mechanisms, continuing to design supportive tools and materials, training, and actively engaging with stakeholders and Indigenous Rightsholders.

At a high level it is anticipated that in 2024, Public Service will:

- Hold ongoing engagements with First Nation, Red River Métis and Inuit Rightsholders;
- Training on social value clauses and set asides;
- Pilot social value clauses;
- Host quarterly Social Procurement Roundtables;
- Host quarterly Sustainable Procurement Advisory Table meetings;
- Develop a Supplier Code of Conduct; and
- Continue to develop new tools to support specific topics (e.g., GHG reductions, circular economy) or processes (Total Cost of Ownership).

Public Service looks forward to continuing engaging and participating with the Winnipeg community. Sustainable procurement will help to strengthen community cohesion through and develop an equitable, diverse, and inclusive Winnipeg community.