Winnipeg

City of Winnipeg

Sustainable Procurement Action Plan Annual Report 2024

By Buy Social Canada
January 2024

Table of Contents

Introduction **3**

Sustainable Procurement Mechanisms and Tools **5**

Sustainable Procurement Questionnaire on RFx **5**

Social Procurement Questionnaire Outcomes 6

Summary of Recommendations 10

Social Value Menu **10**

Social Value Menu Pilot Data Findings 12

Summary of Recommendations 15

Set Asides for Indigenous Businesses and Social Enterprises **15**

Overall Indigenous Business Spend 17

Summary of Recommendations 18

Supplier Code of Conduct **18**

Environmental Pillar Tracker **19**

Communication and Engagement **20**

Conclusion **21**

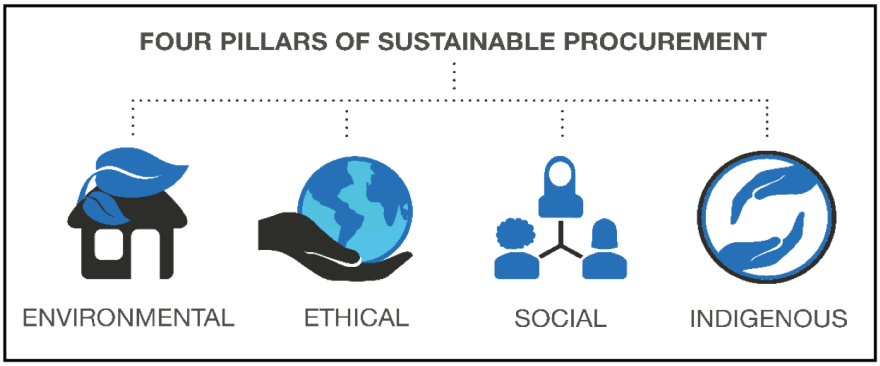
Introduction

The City of Winnipeg spends approximately $400M on goods, services, and construction each year. This represents significant purchasing power to support the community and align City of Winnipeg spend with social, economic, and environmental goals. The City's Sustainable Procurement Program leverages this purchasing power. The Program includes a vision from the City of Winnipeg and the community to use sustainable procurement practices as a tool to fully consider the relevant social, economic, cultural, and environmental impacts related to the goods and services the City purchases 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.

In 2022, the three-year iterative Sustainable Procurement Action Plan (SPAP) was approved by Council to further the City's vision through sustainable procurement implementation actions that enhance fair, open, and transparent purchasing while addressing supply chain challenges and opportunities across four pillars of sustainable procurement: environmental, ethical, social, and Indigenous. These pillars represent the core priority areas for positive impact that can be created through the City's purchasing process, and guide the design of the sustainable procurement mechanisms, tools, and engagements.

Figure 1: The Four Sustainable Procurement Pillars



Under these pillars are several goals that contribute to the vision of the Sustainable Procurement Program and can be measured and reported on:

- Increase employment of First Nations, Inuit, and Red River Métis peoples
- Increase 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 contracts 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

SPAP development continued in 2024 with extensive sustainable procurement mechanism advancement, a significant number of stakeholder engagement sessions, and piloting for several mechanisms. This annual report reviews and collects data from the mechanism development, engagements, and pilots from 2024. The data and analysis represented throughout this report is meant to inform the Executive Policy Committee and provide recommendations for the next steps of the SPAP so that the Sustainable Procurement Program can continue to provide positive impact on the vibrant communities in the City of Winnipeg.

For more background on the Sustainable Procurement Program and the SPAP, please refer to the Executive Policy Committee Report from 2023 and the City of Winnipeg's Sustainable Procurement Action Plan 2022 – 2025.

Sustainable Procurement Mechanisms and Tools

To achieve the vision of the Sustainable Procurement Program, there are several tools designed to support sustainable procurement mechanisms to contribute to the SPAP goals. This section provides an overview of the sustainable procurement mechanisms and supporting tools that were either created or piloted in 2024, including:

1. Sustainable Procurement Questionnaire in RFx documents
2. Social Value Menu
3. Indigenous Set Aside and Social Enterprise Single Source Guides
4. Environmental Pillar Tracker
5. Supplier Code of Conduct

The sustainable procurement mechanisms are meant to evolve as the City continues to engage internal and external stakeholders and learnings surface from implementing the mechanisms. As such, each sub-section provides recommendations or next steps to further support implementation of the SPAP to achieve the vision and goals.

Sustainable Procurement Questionnaire on RFx

The Sustainable Procurement Questionnaire mechanism refers to the Social Procurement Questionnaire and the Environmental Procurement Questionnaire tools that can be used as evaluated and weighted criteria for sustainable procurement on bid documents. The Sustainable Procurement Questionnaires support the following SPAP goals:

- Increase employment of First Nations, Inuit, and Red River Métis peoples
- Increase 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 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

The use of these Questionnaires continues to support an open, fair, and transparent procurement process while providing Proponents the opportunity to demonstrate the efforts they make to achieve the SPAP goals. The Questionnaire includes yes-or-no questions that ask Proponents about their employment, skills and training, and supply chain practices, with a requirement to provide evidence when answering "yes."

Only the Social Procurement Questionnaire was piloted in 2024, and as such, the data below does not provide information on the Environmental Procurement Questionnaire.

Social Procurement Questionnaire Outcomes

In 2024, the Social Procurement Questionnaire was included on eight RFPs and completed by 36 Proponents. The weightings of the Social Procurement Questionnaire on the RFPs ranged between 5% and 30%, with the most common weighting being 10%.

RFPs that included the Social Procurement Questionnaire totaled approximately $3.03M of public spend. 56% of this spend, or approximately $1.688M, came from the Community Services department (See Figure 2 below).

Figure 2: Percentage of Social Value Questionnaire Contract Spend Per Department

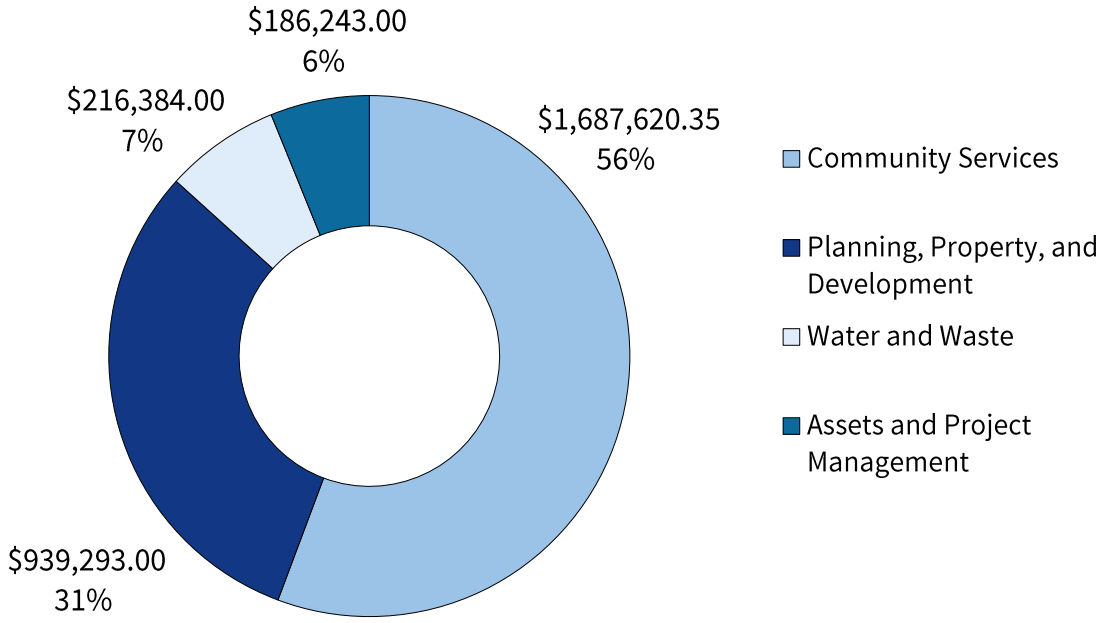
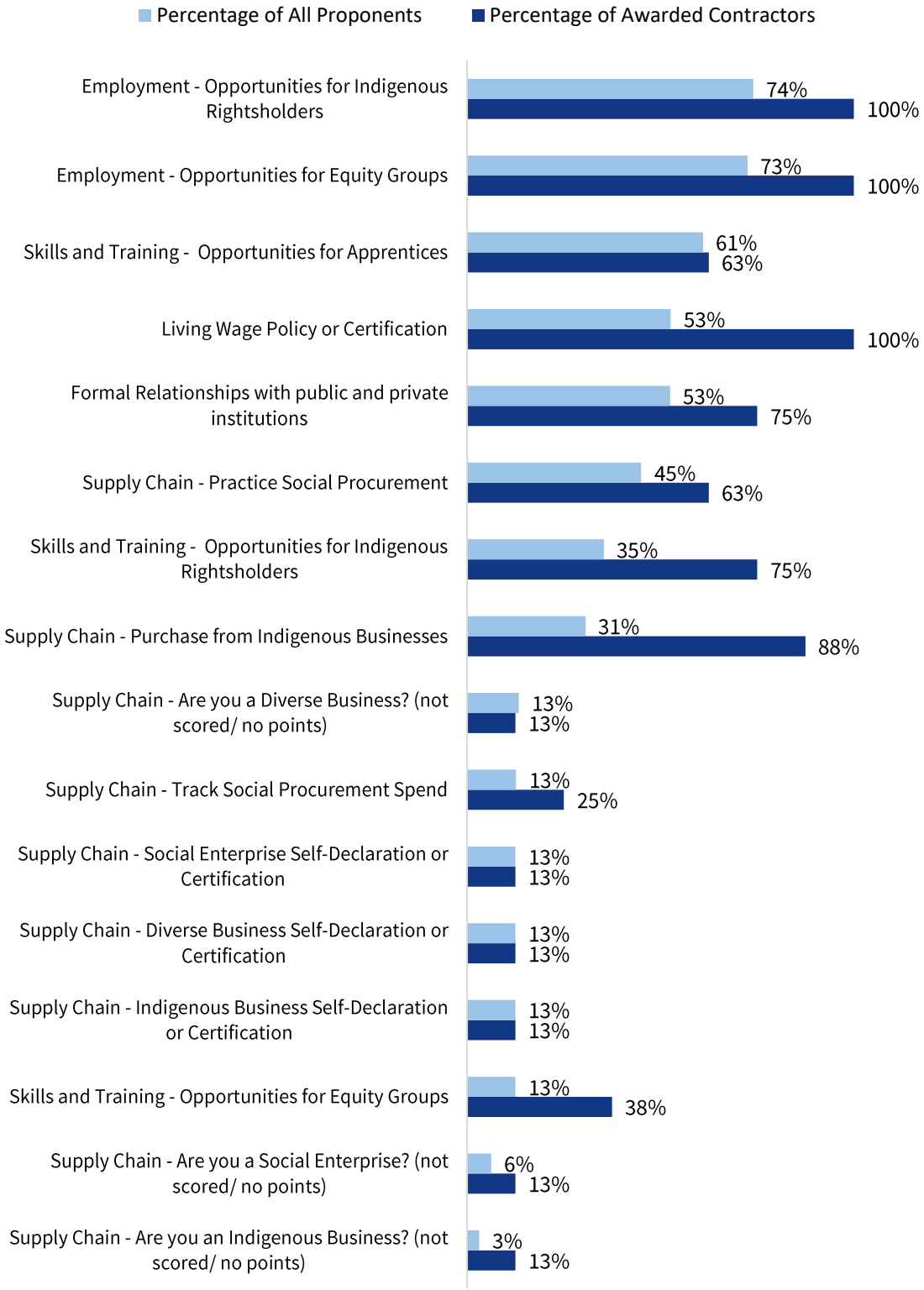


Figure 3 below is a graph that shows the average score of all Proponents across all eight RFP pilots compared with the awarded Contractors' scores. Comparing the two averages per question helps to conceptualize the difference between the general bidder pool and the ways the Social Value Questionnaire could be influencing the types of businesses that are awarded. The graph shows that the awarded contactors scored higher on average than all Proponents across all social value opportunity areas of employment, skills and training, and supply chain. In addition, 87.5% of contracts that included the Questionnaire were awarded to the Proponent with the highest score. This suggests that the Questionnaire is supporting the City to align purchasing to prioritize best value for community.

Figure 3: Percentage of 'Yes' responses to Yes/No questions in the Social Procurement Questionnaire



Highest Response Areas

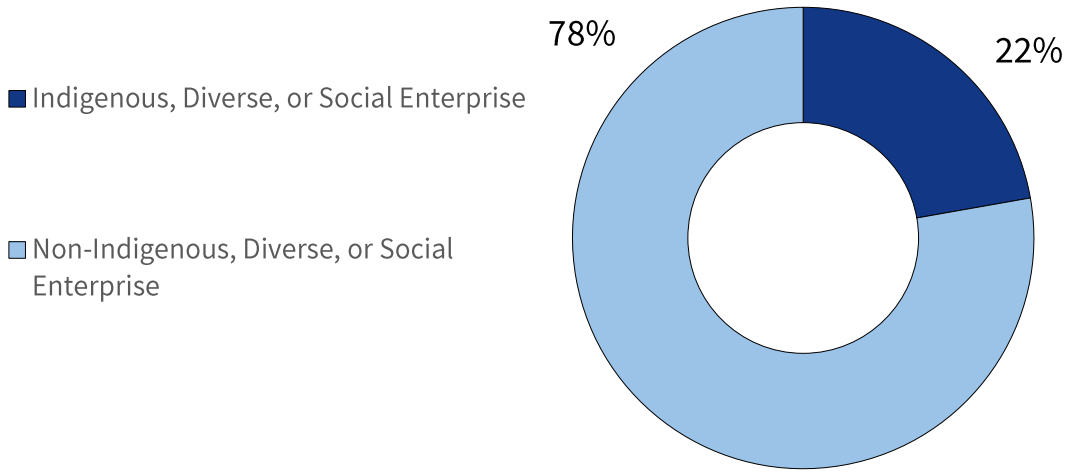
The Social Procurement Questionnaire had high numbers of "yes" responses for questions that ask Proponents if they provide employment opportunities for equity groups and Indigenous rightsholders. 100% of awarded Contractors and 73-74% of all Proponents responded "yes" to these two employment opportunities questions.

Across all eight RFPs, one Indigenous business, one diverse business, and one social enterprise were awarded. Approximately $1.764M, or 58% of the dollar value of the contracts with the Questionnaire was awarded to these types of Contractors.

Lowest Response Areas

The supply chain questions on the Questionnaire had the lowest number of "yes" responses across Proponents, particularly those questions which ask the Proponent if they identify as an Indigenous business, diverse business, or a social enterprise. While these businesses did receive 58% of the total dollar value across the eight contracts as stated above, these businesses represented only 22% of all Proponents (see Figure 4 below). Additionally, only 31% of Proponents said that they purchase from Indigenous businesses in their own supply chains. This suggests that more awareness- and relationship-building in social value supplier networks is needed for the Questionnaire to align Proponents with the SPAP goals.

Figure 4: Percentage of Indigenous Businesses, Diverse Businesses, or Social Enterprises Across All Proponent Responses



Another opportunity to improve the supply chain responses in the Questionnaire is reporting on social procurement. These eight pilots found that while 45% of all Proponents said they practiced social procurement, only 13% reported and tracked their social procurement spend. This suggests that more efforts can be made to support suppliers with how to measure and report on social procurement.

The skills and training questions also received low "yes" responses despite the awarded Contractors ultimately having strong responses to these. While opportunities to provide skills and training to apprentices were strong, at 61% of all Proponents, offerings for these opportunities for Indigenous rightsholders were at 35%, and 13% for equity groups across Proponents.

Summary of Recommendations

To increase the impact of the Social Value Questionnaire, it is recommended that the City continues to give appropriate weighting to the Questionnaire and includes it on a larger number of bids in 2025. This will ensure that Proponents are aware that the City prioritizes the SPAP goals and works to align Contractors to those goals.

In addition, more engagement with the Indigenous business, diverse business, and social enterprise networks would be beneficial to increase the number of these businesses participating in the procurement process. These engagement efforts are a great opportunity for the City to build meaningful relationships with these businesses and to emphasize the City's priorities to increase participation with businesses who offer employment opportunities for Indigenous rightsholders and equity groups within their supply chains.

Finally, it is recommended that the City offers training and education support to build capacity for Proponents to report on social procurement in their supply chains. This would give Contractors a concrete opportunity to demonstrate the social procurement they already participate in so that the City has a clearer view on the impact the SPAP has on the procurement process.

Social Value Menu

The Social Value Menu is a list of clauses and specifications that can be used in Tenders and RFx documents. These clauses are contractual requirements that require tracking and measurement of social, Indigenous, and environmental outcomes from the City's procurement. For example, these clauses can require that a certain percentage of contract spend go to Indigenous businesses, diverse businesses, and/or social enterprises. The Contractor would 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 in 2023. The Social Value Menu was shared internally and with Sustainable Procurement Advisory Table (SPAT) members to gather feedback and help ready industry partners. Manitoba Heavy Construction Association (MHCA) and Winnipeg Construction Association (WCA) provided feedback in preparing the Social Value Menu and its supporting tools. These stakeholders suggested that the reporting should be required halfway through and at contract completion, instead of at second progress and contract completion. In addition to providing clarification on who constitutes employees for the clauses, Public Service updated the Social Value Menu and supporting tools to reflect what was shared ahead of training and piloting in 2024.

In early 2024, one internal and three external training sessions on the Social Value Menu and supporting tools took place to help build education and awareness on the pilots, walk through example clauses, and train participants on how to use the supporting tools. The training sessions had a total of 117 City participants and 126 industry participants.

In March 2024, Public Service began piloting the Social Value Menu clauses. The Social Value Menu's social and Indigenous clause section includes nine clauses across the three outcome areas: employment, skills and training, and supply chain. Through the inclusion of the social value clauses, Public Service is working to:

- Increase employment of Indigenous Rightsholders (# of hours, # of employees);
- Increase employment of equity groups (# of hours, # of employees);
- Increase skills and training (# of hours with apprentices, paid interns, and paid work experience);
- Increase skills and training of Indigenous Rightsholders (# of hours with apprentices, paid interns, and paid work experience);
- Increase skills and training of equity groups (# of hours with apprentices, paid interns, and paid work experience);
- Increase contract and subcontract opportunities for social enterprises and diverse businesses (% of spend with social enterprises and diverse businesses); and
- Increase contract and subcontract opportunities for Indigenous businesses (% of spend with Indigenous businesses).

In November 2024, the Social Value Menu pilot findings between March and October 2024 were shared with the SPAT. The pilot findings have since been updated to include three additional pilots and the recommendations have been updated to reflect the feedback received at the SPAT.

Social Value Menu Pilot Data Findings

Between March and December 2024, 22 Tenders were piloted with social value clauses, totaling in a dollar value of approximately $46 million. Table 1 provides a breakdown of the social value clauses piloted.

Table 1: Number of Pilots by Social Value Clause Type	
Social Value Clause Type	**Number of Pilots**
Employment of Equity Groups (# of hours)	19
Employment of Equity Groups (# of employees)	1
Employment of Indigenous Rightsholders (# of hours)	1
Indigenous Rightsholders (# of Employees)	0
Skills and Training (# of hours)	1
Skills and Training (Indigenous Rightsholders, # of hours)	0
Skills and Training (Equity Groups, # of hours)	0
Social enterprises and diverse businesses in the Supply Chain (% of procurement spend)	0
Indigenous Business in the Supply Chain (% of spend)	0
Total Pilots	22

Table 1 indicates that four of nine social value clauses were piloted. 19 pilots used the employment of equity groups (# of hours) clause, and the remaining three pilots used either employment of equity groups (# of employees) clause, employment of Indigenous rightsholders (# of hours) clause or skills and training (# of hours) clause. Future pilots should prioritize using the other available clauses, like the social enterprise and diverse business in the supply chain clause, to ensure pilot data is being collected across clauses and to better support the goals of the SPAP.

All Contractors who provided reporting have reached or exceeded their committed target either midway through the project or at project completion (see Table 2). In most instances where there is no data, it is either because the committed target has not been determined, the Tender was posted but not yet awarded, the project has not reached midway or completion, or the project duration was too short for both a midway and completion report and so only a completion report will be provided. One Contractor shared that they were unable to report due to concern around their ability to ask for self-identification and their uncertainty around appropriate data protocols when handling sensitive information.

Table 2: Social Value Clause Target Commitment Data per Clause Type

Target Contractor Committed to	Target Achieved Midway	Target Achieved at Project Completion
Employment of Equity Groups (# of hours)		
-	-	-
-	-	-
-	-	-
0%	3%	-
5%	-	-
5%	24%	-
10%	-	-
10%	-	-
10%	18%	-
15%	31%	-
20%	-	-
20%	-	-
20%	-	-
20%	27%	-
20%	21%	26%
30%	75%	-
30%	50%	58%
40%	-	43%
40%	-	41%
Employment of Equity Groups (# of employees)		
55%	55%	-
Employment of Indigenous Rightsholders (# of employees hours)		
20%	22%	-
Skills and Training (# of hours)		
100 hours	100 hours	-

Contractors were asked to share any challenges or successes as a part of the reporting process. Some Contractors expressed challenges in planning and identifying crew members to meet the target, listing the unpredictable nature of the work and labour shortages as contributing factors. Others shared concerns around the accuracy of the data reported, noting that not all employees wanted to fill out the voluntary Self-Identification Survey and that tracking down subcontractors for data collection was difficult. Finally, some Contractors shared that they found the social value clauses "distasteful."

Some Contractors viewed meeting or exceeding the targets midway through the project as a huge success, sharing that they found the initiative "refreshing" and "supportive" of their organization's existing culture. Many Contractors shared that maintaining communication with employees to make sure everyone felt okay about the process was critical to their success.

In addition to the above feedback, Public Service administered a Social Value Menu Feedback Questionnaire as a second opportunity for Contractors to provide insights and learnings on their experience with the social value clauses. Discussion with MHCA and WCA determined what information the Feedback Questionnaire would collect. Four Contractors provided additional feedback on the pilots through the Feedback Questionnaire. The responses are summarized per question below.

Question 1: *What was your experience with putting together the Social Procurement Plan (setting commitments, assessing internal and market capacity, connecting with relevant suppliers and employee groups)?*

Some Contractors stated that determining the target was difficult as it is hard to project crew make up due to high employee turnover. Whereas other Contractors shared that targets were established based on existing employee make up.

Some Contractors reiterated concerns around accuracy of the reported data due to employee willingness to complete the Voluntary Self-Identification Survey. Others had a positive experience noting that the City and industry had provided a lot of support.

Question 2: *What was your experience with the administration of the Self-Identification Voluntary Survey? (If used)*

Contractors shared it was difficult to get employees to complete the survey and "take it serious", where others stated that the experience was overall positive. One Contractor shared that it was difficult to track the administration of the survey as it was anonymous, and the anonymity and privacy of their employees was their priority.

Question 3: *What was your experience tracking and reporting on your social value clause commitment (frequency, administrative time needed, ability to describe successes and challenges)?*

Some Contractors shared that tracking employees was difficult as employees may be working at multiple locations at a time and that data collection was time consuming. Concerns around having to change crew or lose and add employees to meet commitments were shared. Finally, utilization of technology and projection tools were cited as making the process easier.

Moreover, feedback received from industry suggests that there are significant gaps in education and awareness that need to be addressed. To address this gap, it may be beneficial for Contractors to engage in additional training on how to track project targets and support subcontractors in collecting data.

Summary of Recommendations

Based on the Social Value Menu pilot findings and the feedback received during the November 2024 SPAT, it is recommended that Public Service continue to pilot the Social Value Menu clauses, with priority given to clauses not piloted in 2024 like the Indigenous business, diverse business and social enterprise supply chain clauses.

Given the concerns and challenges outlined above for the employment clauses, it is advised that the City pauses the use of these clauses for construction projects and work to revisit their implementation. It would be valuable to explore and design further awareness-building and education around the skills and training clauses as they gather valuable project-specific data that aligns with the SPAP.

Additionally, it would be beneficial that future application of the employment clauses do not require reporting on employee number of hours due to concerns around accuracy of the reported data. It may be helpful to engage Contractors in additional training on how to track project targets and support subcontractors in collecting data.

Finally, it is recommended that the City offers training and education support to build capacity for Proponents to implement social value menu clauses. There is a range in responses in the feedback from the clauses which indicates variance in capacity and interpretation of the clauses. Further education and opportunity for feedback from suppliers will support the pilot process.

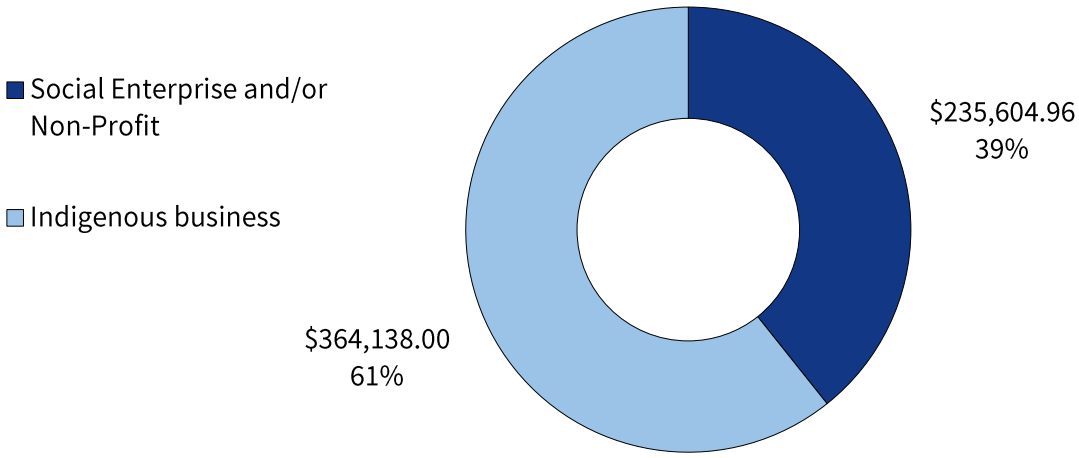
Set Asides for Indigenous Businesses and Social Enterprises

Set asides are contracts that allow direct purchasing or limited competition to a specific group of Proponents. This type of procurement is permissible under specific circumstances within the applicable trade agreements that allow targeted set aside purchasing opportunities for Indigenous businesses and non-profit social enterprises. The use of set asides can support the City in achieving its social and Indigenous goals, including:

- Increase contracts and subcontracts with social enterprises, Indigenous businesses and diverse businesses
- Suppliers are recognized for and increase their contributions to the advancement of the Winnipeg community socially, economically, culturally and environmentally

In 2024, Public Service finalized the Indigenous Set Aside Guide and Social Enterprise Single Source Guide, which provide guidance to City staff on how and when to use set asides. To support the rollout of the Guides, Public Service held a training session in October 2024 that had 126 participants from across City departments. Fruitful discussion among City staff during the training indicated that staff had utilized the set aside mechanisms to contract with Indigenous businesses and social enterprises. This data was later shared with the Sustainable Procurement Liaison, where it was determined that a total of 13 contracts were awarded to an Indigenous business, non-profit, or a social enterprise, totaling to nearly $600,000 in contract dollar values. Nine of these contracts were awarded to Indigenous businesses, totaling to 61% of all single-sourced contact values, as shown in Figure 5.

Figure 5: Percentage of Contract Values Single Sourced by Type of Business



Public Service has provided direction to City staff to use the Guides to support the City's sustainable procurement goals and is optimistic about their continued implementation in 2025.

Overall Indigenous Business Spend

To support various City events that took place in 2024, the City procured gifts and services from Indigenous knowledge keepers, elders, and businesses. Honoraria were also delivered to various Indigenous knowledge-keepers. These honoraria awarded in 2024 amounted to a total of $34,500.

Throughout 2024, all procurements to Indigenous businesses, including honoraria and single source on top of Tenders, amounted to $2,581,238, supporting the vision of the Sustainable Procurement Program and its Indigenous pillar goals.

These Indigenous purchases show the diversity of types of events whose spending can be leveraged to support Indigenous procurement. City departments that procured for the events were Planning, Property, and Development; Public Works (Parks and Open Spaces); EDI; and IRD. Events present great opportunities to procure from a range of Indigenous businesses, diverse businesses, and social enterprises, especially in the form of gifts and honoraria. Such events in 2024 ranged from sharing circles with the Women at Work to learning events.

Summary of Recommendations

Set asides for direct purchasing with Indigenous businesses and social enterprises have seen positive results for the SPAP goals in 2024. It is recommended that the City continues to utilize these contracts wherever possible and leverage them as opportunities to promote and encourage Indigenous businesses and social enterprises and similar direct purchasing to award contracts to businesses that align with SPAP goals.

Supplier Code of Conduct

Throughout 2024, the Sustainable Procurement Liaison engaged with different departments of the Public Service to develop the Supplier Code of Conduct. It outlines the City's minimum, mandatory standard on human rights and labour, environment, and business ethics expected from suppliers who work with the City and their subcontractors. The standards set out in the City's Supplier Code of Conduct align with the *International Labour Organization* (ILO) labour standards, the *United Nations' Universal Declaration of Human Rights*, Bill S-211: *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, and amendments to the *Customs Tariff Act*.

The Supplier Code of Conduct is set to come into effect in 2025 as a mandatory requirement for Contractors and subcontractors. The Supplier Code outlines the expectation from all suppliers to:

- Eliminate forced and child labour in the supply chain
- Incorporate integrity, diversity, respect, accountability, and quality in employee treatment
- Recognize and respect Indigenous rights
- Ensure that employees have freedom of association and collective bargaining
- Comply with health and safety laws and regulations
- Ensure that working conditions are in compliance, including employee wages, benefits, and hours of work

In addition, the Supplier Code of Conduct includes Environmental and Business Ethics Standards. The Environmental Standards reflect the City of Winnipeg's commitment to ensure that its supply chain is in full compliance with all applicable environmental laws and regulations to minimize the impact on the environment.

Engagement and communications regarding the new Supplier Code of Conduct to City suppliers will occur in 2025.

Environmental Pillar Tracker

In 2024, Public Service developed the Environmental Pillar Tracker to support the measurement and reporting of environmental efforts carried out by the City's Contract Administrators. This tool supports the following SPAP goals:

- 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

The Tracker is updated each time the Environmental Procurement Questionnaire, the Social Value Menu's Environmental Clauses, or the Social Value Menu's Environmental Specifications are used. When these mechanisms are used, the Contract Administrator will submit the Environmental Pillar Form, which will inform how to fill out the Tracker to track contributions to the SPAP's environmental goals.

The Tracker was developed with the understanding that there are complexities when tracking the City's SPAP environmental goals. The goal for this tool is to encourage procurement activities that will drive the circular economy through a process-measuring method that comes into effect only after the contract is awarded. The Tracker notes the mechanisms used, whether there are direct and indirect environmental activities required for the contract, and specifications that contribute directly to the SPAP's environmental goals. These specifications include whether the awarded Contractor or the contract requirement:

- Has an Eco-Certification
- Will emit greenhouse gasses
- Has an energy efficiency plan
- Has a waste diversion plan
- Contributes to environmental stewardship or the circular economy
- Contributes to local food
- Has a Sustainable Food Certification
- Contributes to Net Zero by 2050

These contributions to the SPAP environmental goals are then organized to track the dollar value amounts and number of contracts that contributed to each goal.

In instances where an environmental clause or specification with a target commitment is used, the Tracker will track the committed target against the reported target to support Public Service in beginning to understand it's direct contributions to environmental efforts like waste diversion, reduction in greenhouse gas emissions, and increased energy efficiency. The Environmental Pillar Tracker data will be collected during the first pilots in 2025, and as such, no data is shared in this report.

Communication and Engagement

In addition to the sustainable procurement mechanisms, the City of Winnipeg conducted a total of 31 engagements as part of implementing the SPAP in 2024. The success of the SPAP requires that communication and engagements are meaningful, iterative, and transparent for internal and external stakeholders. The engagements in 2024 included internal and external trainings on sustainable procurement mechanisms, partnership engagements, events for awareness- and relationship-building, roundtables, and publications about the SPAP. These publications included an *Our City, Our Stories* article, a glimpse into the Winnipeg Social Procurement Roundtable in the Buy Social Canada newsletter, and the highlight of the sustainable procurement tools and Roundtable in the CCSP newsletter.

Two recurring engagements that continued into 2024 were the Sustainable Procurement Advisory Table (SPAT) and the Winnipeg Social Procurement Roundtable.

The SPAT was created in April 2023 with the intention to maintain transparency, collaboration, and engagement between the City of Winnipeg, community stakeholders, and Indigenous rightsholders. The SPAT is a group of over 20 members that represent various City departments, local business networks and associations, and industry members that meet quarterly.

The Winnipeg Social Procurement Roundtable is a quarterly opportunity for public and private sector purchasers to connect with social enterprises, Indigenous businesses, and diverse businesses with the intention to build awareness of these networks and integrate them into supply chains. In 2024, three Social Procurement Roundtables were hosted by the City of Winnipeg with the support of the Indigenous Chambers of Commerce, CCEDNet Manitoba, and Buy Social Canada. Each event centered around a theme to help guide conversation and encourage more intentional participation from attendees.

Through on-going discussions and communications with Social Procurement Roundtable participants feedback was provided to Public Service on the Roundtable. Participants have asked that Public Service restructure the space with the goal of having smaller group discussion with more focused and tangible outcomes. As such, Public Service with the support of Buy Social Canada will be engaging with the social enterprise sector and Indigenous business sector in 2025 to review the Roundtable structure.

Conclusion

The City's suite of mechanisms to implement the Sustainable Procurement Action Plan has grown and evolved significantly throughout 2024. Public Service continues to incorporate internal and external feedback from key stakeholders, learnings from pilots, and to address gaps from the previous iterations of the SPAP to ensure continued success of the Program.

As the Sustainable Procurement Action Plan 2023-2025 moves into the third year of implementation, Public Service will continue to focus on piloting mechanisms, designing supportive tools and materials, training, and engaging with stakeholders and Indigenous Rightsholders. A key action in 2025 will be to review all efforts completed to date and develop an updated plan for 2026-2028. In addition, more emphasis will be placed on contributing to the environmental and ethical pillars of the SPAP in 2025.

Public Service looks forward to continuing to engage with the Winnipeg community to collaboratively identify actions to support a more equitable, diverse, and inclusive Winnipeg.