



City of Winnipeg

**Sustainable
Procurement
Action Plan Annual
Report 2025**

**By Buy Social Canada
February 2026**

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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.

This acknowledgement is an invitation for all to consider what efforts we can all take to repair and improve our relations with Indigenous people and communities locally and globally.

Executive Summary

The City of Winnipeg's Sustainable Procurement Program leverages the City's purchasing power to generate positive social, economic, cultural, Indigenous, and environmental outcomes through fair, open, and transparent procurement practices.

This Annual Report collects insights from activities that occurred in 2025 to advance the Sustainable Procurement Action Plan (SPAP) 2022–2025 and includes recommendations to further advance the Sustainable Procurement Program into the SPAP 2026 – 2028 years.

The pilots on the Sustainable Procurement mechanisms and tools decreased in number in 2025 when compared with 2024. However, pilots on Indigenous Set Asides saw a significant increase in 2025 when compared to 2024. The key opportunities identified from the 2025 data to implement throughout the SPAP 2026 – 2028 are:

- Increase awareness and knowledge of the Sustainable Procurement Program and various Sustainable Procurement mechanisms during internal and external engagements.
- Increase capacity among internal staff about when to use which Sustainable Procurement mechanisms.
- Increase awareness among City buyers about which social enterprises and Indigenous businesses exist who could deliver on what buyers are purchasing.
- Increase the application of the SPAP mechanisms and tools to a larger number of and a more diverse range of contracts.
- Continue to facilitate and collect feedback on SPAP implementation from internal and external stakeholders.

The launch of the new Supplier Showcase in 2025 represents a significant milestone for iterating and responding to stakeholder needs. These quarterly events are facilitated by the City of Winnipeg in place of the former Social Procurement Roundtable.

Overall, the data from 2025 suggests that there is more potential than is currently leveraged to include Indigenous businesses, diverse-owned businesses, and social enterprises in City procurements. The data from 2025 also shows that the goods and services available from these businesses are diverse, and the City can advance the SPAP mechanisms and tools in a broader range of procurements and encourage businesses to demonstrate how they support the SPAP goals.

With the advancement of SPAP 2026 – 2028, the mechanisms, tools, and measurement developed in SPAP 2022 – 2025 can have significant potential to provide positive impact on the Winnipeg community.

Introduction

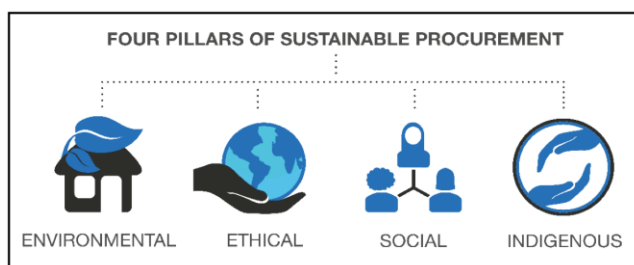
The City of Winnipeg has significant purchasing power with approximately \$400M spend on goods, services, and construction each year. Sustainable Procurement is the practice of leveraging the purchasing power of institutions to support the broader community and deliver on social, economic, and environmental goals.

The Sustainable Procurement Program is the City of Winnipeg's program that leverages the City's purchasing power through fair, open, and transparent procurement practices. The City of Winnipeg and key community stakeholders created the Program based on the shared vision that procurement practices 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. The City of Winnipeg vision is that 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, City of Winnipeg Council approved the iterative Sustainable Procurement Action Plan (SPAP) 2022-2025 to advance the Sustainable Procurement vision over a three-year period. The SPAP addresses supply chain challenges and opportunities across four key pillars: environmental, ethical, social, and Indigenous. These pillars represent the core priority areas where positive impact can be created through the City's purchasing process. These pillars are also useful to guide the design of the mechanisms, tools, and engagements that support the SPAP.

Figure 1: The Four Sustainable Procurement Pillars



The Sustainable Procurement outcome goals that contribute to the vision of the Sustainable Procurement Program and the SPAP's four pillars are:

- 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 2022 – 2025 was the initial three-year implementation and developed many Sustainable Procurement mechanisms, tools, and measurement processes. SPAP 2022 – 2025 also cultivated a foundation of collaboration, communication, transparency, awareness, and relationship-building with businesses, Indigenous Rightsholders, community organizations, and City staff to implement and iterate on the SPAP.

This annual report reviews the activities done throughout 2025 that advanced the SPAP and collects data from the mechanism pilots and insights from January – December 2025.

SPAP 2026 – 2028

With the SPAP 2022 – 2025 coming to an end, the City of Winnipeg with the support of Buy Social Canada developed the Sustainable Procurement Action Plan 2026 – 2028. SPAP 2026 – 2028 includes:

- Broad application and promotion of the mechanisms developed in the first SPAP
- Ongoing outcome measurement and reporting
- Regular program reviews to support continuous improvement and collaboration.
- Triple the City spending with Indigenous businesses through procurement from 2026 to 2028.
- Consultation with Indigenous Rightsholder groups in early 2026 and share findings with the Sustainable Procurement Advisory Table (SPAT)
- Development of a system to collect and promote success stories of Sustainable Procurement for internal and external publication.

These proposed enhancements to SPAP 2026–2028 are informed by key opportunities that have emerged through the ongoing implementation of the Sustainable Procurement Program. These key opportunities include:

- Increase awareness and knowledge of the Sustainable Procurement Program and various Sustainable Procurement mechanisms during internal and external engagements.
- Improve internal staff understanding of when to apply specific Sustainable Procurement mechanisms.
- Increase awareness among City buyers about which social enterprises and Indigenous businesses exist who could deliver on what buyers are purchasing.
- Increase the application of the SPAP mechanisms and tools to a larger number of and a more diverse range of contracts.
- Continue to facilitate and collect feedback on SPAP implementation from internal and external stakeholders.

The Public Service is preparing to submit a comprehensive report to Council in the second quarter of 2026, seeking approval for the Sustainable Procurement Action Plan (SPAP) for the 2026–2028 period. This report will outline the strategic priorities, implementation roadmap, and anticipated outcomes that will guide the City's sustainable procurement efforts over the next three years.

Sustainable Procurement Mechanisms and Tools

The SPAP 2022-2025 laid a solid foundation for the Sustainable Procurement Program with many Sustainable Procurement tools and mechanisms designed and piloted. To date, the City of Winnipeg Sustainable Procurement Liaison, Procurement Coordinator, and Buy Social Canada have designed and piloted the following Sustainable Procurement mechanisms:

1. Below Threshold Purchases (\$10,000)
2. Sustainable Procurement Questionnaires on RFX
3. Community Benefit Agreement (Social procurement pilot for North End Water Pollution Control Centre)
4. Social Value Menu
5. Indigenous Set Aside Guide
6. Social Enterprise Single Source Guide
7. Supplier Code of Conduct included in all RFX documents
8. Environmental Pillar Tracker

The development of these mechanisms involved the creation of tools like the Social Procurement Supplier Registry, the creation of reporting and measurement processes, and extensive stakeholder engagement and training throughout SPAP 2022-2025.

Two reoccurring engagements supported design and implementation: the Sustainable Procurement Advisory Table (SPAT); and the Social Procurement Roundtable, evolved in 2025 to become the Supplier Showcase.

The following subsections provides implementation data on the mechanisms, tools, and engagements, as well as recommendations or next steps to further support their ability to deliver on the Sustainable Procurement goals and vision.

Sustainable Procurement Questionnaires

The Sustainable Procurement Questionnaire mechanism includes two tools: the Social Procurement Questionnaire and the Environmental Procurement Questionnaire. Both are included in RFX bid documents as weighted criteria in the evaluation process of procurements at the City of Winnipeg.

The use of these Questionnaires provides Proponents the opportunity to demonstrate the efforts they make that contribute to the SPAP goals while perpetuating an open, fair, and transparent procurement process. The Questionnaires include 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.”

Social Procurement Questionnaire Outcomes

In 2025, the [Social Procurement Questionnaire](#) was included on five RFPs, one of which was for a construction project. 40 Proponents filled out the Questionnaire, with the average score ranging between 36%-51%. RFPs that included the Social Procurement Questionnaire totaled to over \$14M of public spend, \$12.3M alone allocated to the one construction project.

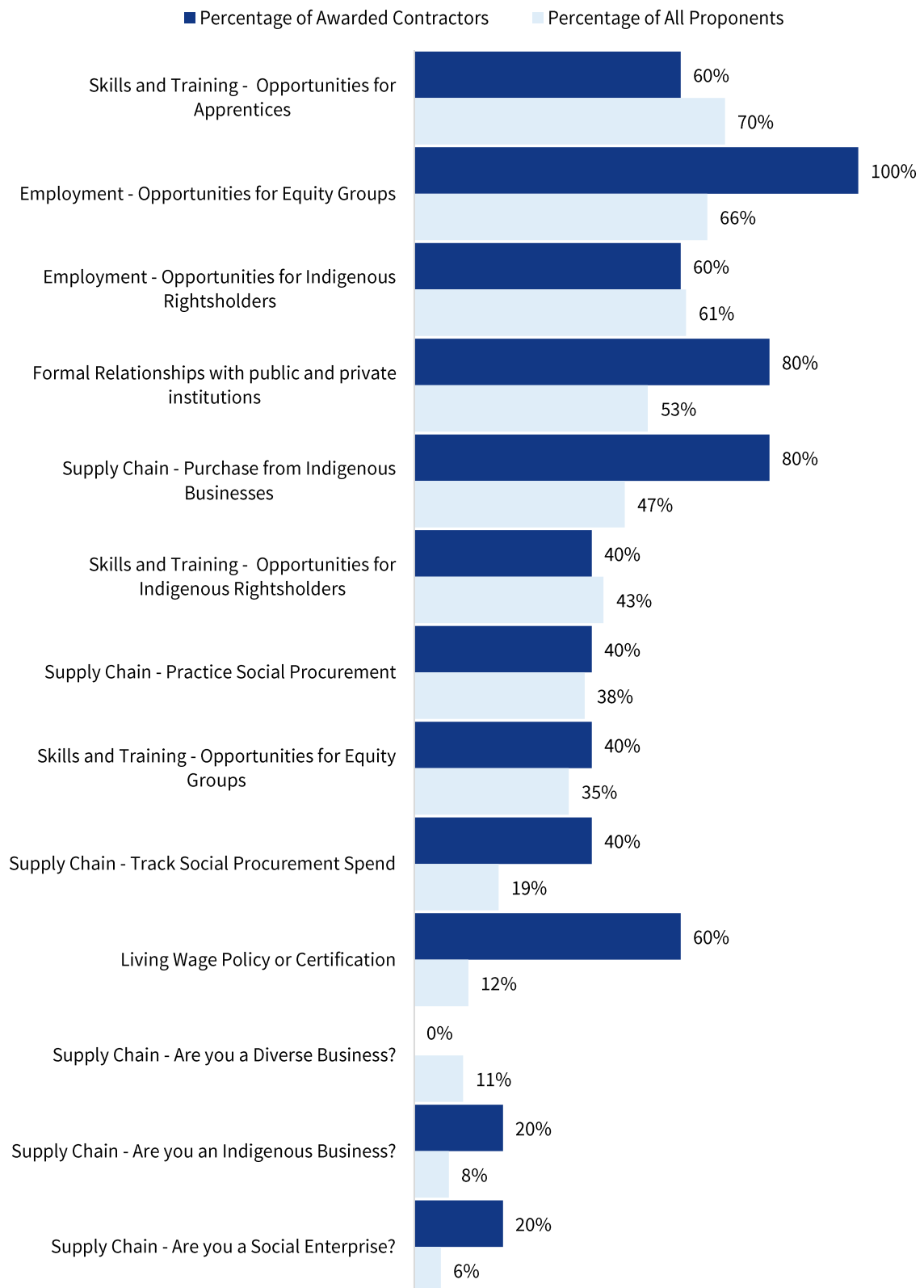
Compared to the pilots from 2024, the impact of the Social Procurement Questionnaire decreased in 2025. The use of the Social Procurement Questionnaire declined between 2024 and 2025, and the average weighting of the Social Procurement Questionnaire decreased.

Table 1. below shows the Social Procurement Questionnaire outcomes compared between the past two years:

Table 1. Social Procurement Outcomes 2024 v. 2025		
	2024	2025
# of RFPs with the Social Procurement Questionnaire included	8	5
% of contracts awarded to the Proponent with the highest score on the Social Procurement Questionnaire	87.5%	20%
% weightings of the Social Procurement Questionnaires	Lowest weighting: 5% (one pilot) The rest of the pilots were 10% and above. Highest weighting: 30% (one pilot)	Lowest weighting: 5% (two pilots) Highest weighting: 10% (three pilots)

Figure 2. below is organized by highest to lowest average score across all Proponents per question. Comparing the average of all Proponents to the average of the awarded Contractors per question helps to conceptualize the difference between the general bidder pool and the ways the Questionnaire might influence the types of businesses that are awarded.

Figure 2. Average Percentage of 'Yes' responses to questions in the Social Procurement Questionnaire



Highest Response Areas

- Skills and Training opportunities for apprentices had high “yes” responses across all Proponents.
- Employment questions also had high numbers of “yes” responses on average. These top questions included employment opportunities for equity groups and for Indigenous Rightsholders.
- All five awarded Contractors responded “yes” that they provide employment opportunities for equity groups.

Lowest Response Areas

- Same as the previous two years of Social Procurement Questionnaire pilots, the Supply Chain questions 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.
- There were a low number of Indigenous businesses, diverse-owned businesses, and social enterprises which participated in these five pilots.
- One Indigenous business was successful in their participation in the pilots.
- Skills and Training opportunities for both equity groups and Indigenous Rightsholders were also relatively low.

Environmental Procurement Questionnaire Outcomes

The [Environmental procurement questionnaire](#) was piloted in 2025, where it was applied as a 10% weighted component in an RFP for environmentally focused site consulting services. While the pilot did not influence the final award outcome—given that the successful proponent achieved higher scores in areas such as key personnel experience and project methodology—the pilot provided valuable insights. These learnings will help strengthen future applications of the Questionnaire and support continued advancement of environmental considerations within the City’s procurement processes.

Summary of Recommendations

To increase the impact of both Sustainable Procurement Questionnaires, it is recommended that the City:

- Applies both Sustainable Procurement Questionnaires on a larger number and a diverse range of contracts in 2026 to better analyze the effectiveness of the Questionnaires and to ensure that Proponents are aware that the City prioritizes the SPAP goals.

- Gives appropriate weightings to the Social and Environmental Procurement Questionnaires. The higher the weighting given to the Questionnaires, the greater impact it will have on the contract outcome. “Appropriate” weightings should take into consideration the relevance to the contract and still influence the final award.
- Engages with Indigenous Rightsholder, social enterprise, and diverse-owned business groups to identify barriers for these businesses to participate in the procurement processes.

The 2025 competitive RFP for an Employee Assistance Program demonstrated strong market readiness to support SPAP objectives: a social enterprise emerged as the successful proponent based on outstanding Experience and Methodology scores. Although the Social Procurement Questionnaire was not applied in this instance, its absence highlighted an opportunity—future procurement could benefit from providing proponents with a structured way to showcase their social value contributions. This example reinforces both the strength of the market and the potential for the Questionnaires to better capture and elevate SPAP-aligned outcomes in upcoming contracts.

Set Asides for Indigenous Businesses and Social Enterprises

Set Asides include direct purchasing or limited competition to a specific group of Proponents and are permissible under specific circumstances within the applicable trade agreements. Set Asides are used to provide purchasing opportunities for Indigenous businesses and non-profit social enterprises. The use of Set Asides supports the City to achieve 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

The City’s Indigenous Set Aside Guide and Social Enterprise Single Source Guide were finalized in 2024, allowing for Public Service to implement pilots for single sourcing these two target business types in 2025.

Social enterprise single-sourcing was not piloted in 2025, as no suitable opportunity was identified, creating a strong opportunity to introduce and evaluate this mechanism in future years as the program continues to evolve.

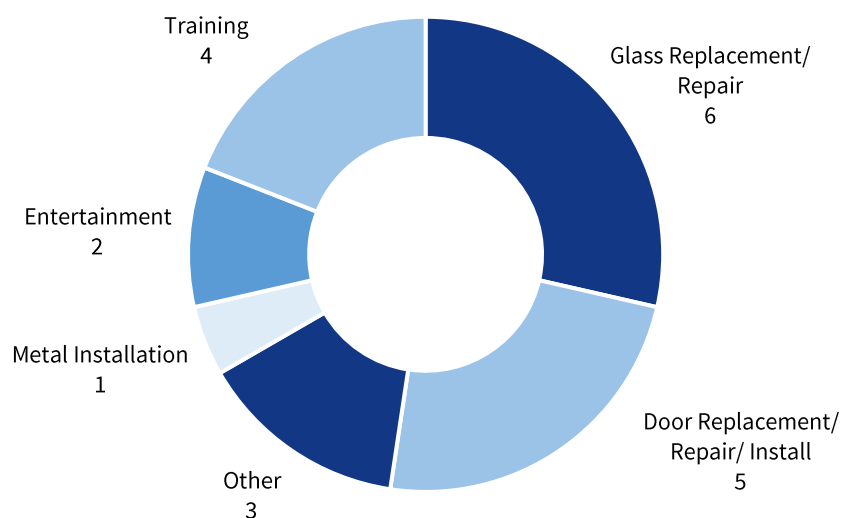
Indigenous Set Asides Outcomes

In 2025, the City piloted 21 Indigenous Set Asides, representing approximately \$350,000 in contract value. Of these, seven contracts—totaling approximately \$7,400—were awarded through the Indigenous Relations Division. These engagements primarily supported offerings such as training, cultural teachings, ceremonies, and the involvement of Elders in providing prayers, knowledge-sharing, and guidance.

Across other City departments, a broad range of goods and services were procured through the Indigenous Set Aside, demonstrating the continued opportunities to work respectfully and meaningfully with Indigenous businesses, knowledge holders, and service providers.

Figure 3. below shows the general scopes of goods and services procured from Indigenous businesses across departments in 2025:

Figure 3. Goods and Services Procured from Indigenous Businesses Using Set Asides



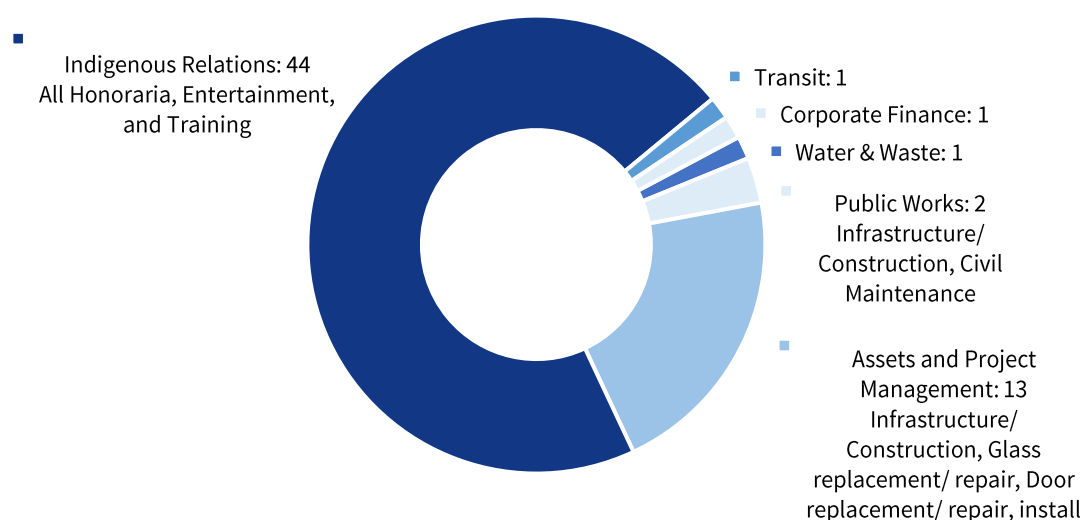
In addition to the Set Aside contracts with Indigenous businesses, City staff also provided honoraria to Indigenous elders and knowledge-keepers for services such as ceremonies, lived experience consultation, welcoming, and closing prayers, and others. These honoraria amounted to \$7,125 throughout 2025.

Additionally, four tenders were awarded to Indigenous businesses in 2025, one of which being a contract renewal. Social Value Menu clause was used in one of these Tenders.

All procurements to Indigenous businesses, including honoraria, tenders, and Set Asides amounted to over \$2.4 million in 2025, supporting the vision of the Sustainable Procurement Program and its Indigenous pillar goals.

These Indigenous purchases show the diversity of goods, services, and materials whose purchases can be leveraged to support Indigenous procurement. These instances of Indigenous procurement occurred across a diverse range of City departments. See Figure 4. below:

Figure 4. City Departments Instances of Indigenous Procurement in 2025



Summary of Recommendations

Set Asides for direct purchasing with Indigenous businesses is on an upward trajectory from the pilots in 2025. It is recommended that the City continues to utilize the Indigenous Set Aside Guide to implement Set Asides to achieve procurement with Indigenous businesses.

It is recommended that the City consults the Social Enterprise Single Source Guide and the Sustainable Procurement Registry to identify impactful opportunities to include social enterprises in the effort to increase business with social enterprises. Purchasing from social enterprises are integral to the goals of SPAP and should be a prioritized activity moving forward.

Social Value Menu

The Social Value Menu is a list of clauses and specifications that can be used as contractual requirements in Tenders and RFx documents. The use of these clauses is tracked and

measured for 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; or meeting certain environmental specifications. The Contractor is required to report on this requirement.

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.

Social Value Menu Pilot Outcomes

In 2025, a total of 21 tenders included Social Value Menu (SVM) clauses at the posting stage. Throughout the procurement process, however, most of these clauses were subsequently removed, with only three tenders proceeding as pilots. This adjustment was influenced by the recommendation made in the previous year to temporarily pause the use of Employment clauses in construction procurements while the City and its partners reviewed and refined their implementation approach. It was also advised by construction associations that reporting requirements related to tracking employee hours be suspended due to concerns regarding data accuracy. It is also important to note that the skills and training clauses were not applied to horizontal construction projects, as these projects involve highly specialized roles for which such clauses are not suitable. As the City continues to refine the Social Value Menu, future work will help clarify where skills-based commitments can be most effectively aligned with industry realities and project scopes.

Despite the temporary reduction in scope, three pilots incorporating SVM clauses were successfully conducted in 2025 in tree planting and vertical construction, representing a combined contract value of \$620,051. While this reflects a decrease compared to the 22 pilots completed in 2024—during which extensive feedback was gathered from awarded contractors and industry associations—these 2025 pilots offer a focused opportunity to strengthen implementation practices moving forward. Feedback was not collected for the 2025 pilots, presenting an opportunity for renewed engagement in future cycles.

Among the 2025 initiatives, one pilot involved the Employment of Equity Groups clause. Reporting confirmed that the contractor fully achieved its commitment of ensuring that 10% of all employment hours on the project were performed by individuals from equity groups. This target was met by the mid-point of the contract and maintained through to its completion.

In addition, a newly developed clause focused on skills and training opportunities was piloted twice in 2025, with reporting outcomes forthcoming. For one of these pilots, the contractor has committed to ensuring that 25% of all employment positions are dedicated to skills development or training roles. The second pilot includes commitments to engage two apprentices and one work-experience participant from local post-secondary institutions.

Collectively, these pilots—though fewer in number—demonstrate continued progress toward refining and strengthening the City’s Social Value Menu framework. The results and learnings from 2025 will inform a more consistent and scalable implementation approach in future procurement cycles.

Summary of Recommendations

Based on the Social Value Menu pilot findings and the feedback received in previous years of Social Value Menu pilots, it is recommended to increase the use and awareness across external and internal partners of the Social Value Menu clauses as a primary goal for 2026. Specifically, it is recommended that Public Service:

- Expand the use of the nine Social Value Menu clauses on projects where they are appropriately aligned with the type of goods and services being procured. Continued piloting through 2026 will support a deeper understanding of clause effectiveness and provide additional feedback from contractors to guide thoughtful, fit-for-purpose application.
- Designs further awareness-building and education around the clauses as they relate to construction projects to increase and collect project-specific data on the Social Value Menu pilots.
- Offers training and education support to build capacity for Contractors to implement Social Value Menu clauses, track project targets and collect data. From feedback on the clauses in previous years, there exists variance in capacity and interpretation of the clauses across Contractors. Further education and opportunity for feedback from suppliers will support the pilot process.

Environmental Pillar Tracker

The Environmental Pillar Tracker was developed in 2024 to support the measurement and reporting of the environmental efforts carried out by the City’s Contract Administrators. 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.

The Tracker notes the SPAP mechanisms used, whether there are direct and/or indirect environmental activities required for the contract, and specifications that contribute directly to the SPAP’s environmental goals. These specifications determine whether the awarded Contractor has the following, either through business activities, contract activities, or both:

- An Eco-Certification
- Minimizes greenhouse gas emissions.
- An energy efficiency plan
- A waste diversion plan

- A water reduction plan
- Active contribution to environmental stewardship or the circular economy
- Active contribution to local food
- A Sustainable Food Certification
- Active contribution 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 environmental goal.

Environmental Pillar Tracker Outcomes

In 2025, the Environmental Tracker measured five applications of SPAP mechanisms which support the environmental goals. One of these was the Environmental Procurement Questionnaire discussed in the *Sustainable Procurement Questionnaires* section of this report. The other four used Environmental Specifications, three being tenders. The value of all five contracts which contributed to the SPAP's environmental goals totaled to \$167.2 million.

The environmental considerations were applied to a variety of goods and services, including:

1. Consulting:

The Environmental Procurement Questionnaire was applied, as well as an environmental specification for LEED certification.

2. Construction:

This was a single tender where the environmental specification for LEED certification was applied.

3. Lumber:

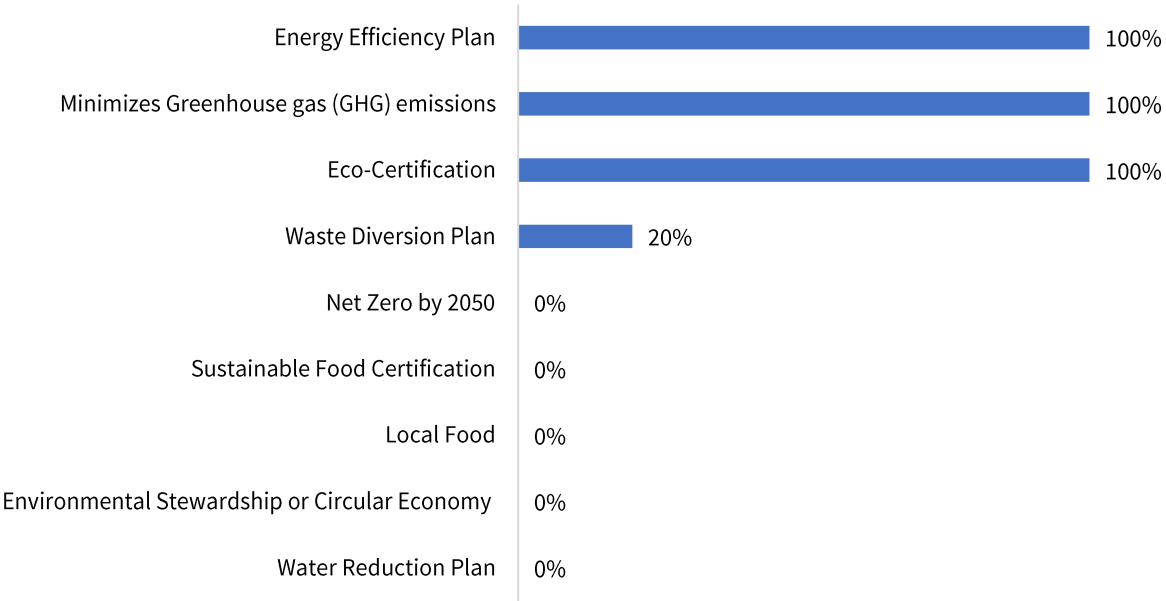
This tender was in search of HDPE plastic lumber, so the application of the HDPE-recyclable environmental specification was appropriate to apply.

4. Window Washing:

The environmental specification that asks for Eco-certifications for products was applied for this tender for window washing of various City buildings. In addition, this tender included a clause that 10% of employees will self-identify as equity-seeking groups.

Figure 5. below shows a summary of the SPAP environmental goals supported from the awarded Contracts included in the Environmental Pillar Tracker:

Figure 5. % of Awarded Contracts per Environmental Category



Summary of Recommendations

2025 was the first year which the Environmental Pillar Tracker was piloted and has shown its usefulness in tracking the outcomes of SPAP mechanisms which support the environmental pillar. It is recommended that the City continues to use the Tracker when piloting these environmental mechanisms so that Public Service can understand the impact and effectiveness of these mechanisms.

From the 2025 data, the City should seek out contracts where Proponents can demonstrate their, water reduction plan, as well as contribution to Net Zero by 2025, environmental stewardship or circular economy, local food, and Sustainable Food certification. Some of these categories may not be relevant to certain contracts, so it is recommended that the City includes environmental mechanisms to a diverse range of contracts to understand contributions to the SPAP environmental goals across many more types of contracts.

Communication and Engagement

The City of Winnipeg conducted 50 engagements as part of implementing the SPAP in 2025. These support the success of the SPAP by providing meaningful, iterative, and transparent communication and engagements with internal and external stakeholders.

The engagements throughout 2025 focused primarily on the social procurement pillar of the SPAP, but with emerging focus on the Indigenous procurement pillar compared to 2024.

Supplier Showcase

New in 2025 was the launch of the Supplier Showcase. The Supplier Showcase provides quarterly opportunities for City of Winnipeg buyers to learn about social enterprises, Indigenous businesses, and diverse businesses that could be incorporated into the City's supply chain.

The creation of the Supplier Showcase came from discussions with participants of the previous Social Procurement Roundtable, where participants asked that Public Service restructure the Social Procurement Roundtable to integrate smaller group discussion with more focused and tangible outcomes. As such, Public Service with the support of Buy Social Canada launched the Supplier Showcase in Q1 2025 in the place of the Roundtable to better support matchmaking between City buyers and the social enterprise and Indigenous business sectors.

To facilitate a successful Supplier Showcase, the City's Sustainable Procurement Liaison works with external partners such as the Manitoba Métis Foundation, the Canadian Community Economic Development Network (CCEDNet), and diverse business networks to invite relevant social enterprises, Indigenous businesses, and diverse businesses to present at the Supplier Showcase. The Sustainable Procurement Liaison also works with City departments to understand their procurement needs and organizes Supplier Showcase suppliers and City attendees with the intention to match supply with demand. Suppliers present through a structured format on their products, social value, capacity, and types of opportunities they are interested in. There are opportunities for City buyers to ask questions to each presenting supplier and to receive their contact information.

From the four Supplier Showcase sessions in 2025, 14 of the suppliers who presented were Indigenous-owned businesses, three were women-owned, and seven were social enterprises¹. Of these supplier participants, four already had existing relationships with the City.

Suppliers expressed appreciation for the opportunity to showcase their capabilities, noting that the sessions helped elevate visibility for Indigenous-owned, women-owned, and social enterprise suppliers. Several participants also highlighted that the Showcase strengthened or initiated relationships with the City, including among suppliers who had not previously worked with municipal departments.

2025 Communication and Engagements

Each communication and engagement on the SPAP in 2025 aimed to increase opportunities for diverse businesses, Indigenous businesses, and social enterprises to participate in City procurements, as well as increase the development of partnerships with suppliers, Indigenous stakeholders and Rightsholders, community, business, and industry groups.

Table 2. below shows the breakdown of communications and engagements attended and facilitated by the City of Winnipeg to build awareness about the Sustainable Procurement Program in 2025.

Table 2. SPAP Communications and Engagements in 2025	
Engagements	Total: 16
Sustainable Procurement Advisory Table (SPAT) ²	4
Shared SPAP with other municipalities	3 City of Whitehorse, City of Ottawa, and City of Regina
Fair-Trade Steering Committee Meetings	7

¹ There were 20 supplier participants across all four Supplier Showcase sessions. Of these 20, some were counted for more than one category (e.g. Indigenous-owned, women-owned, etc.).

² The Sustainable Procurement Advisory Table (SPAT) is a recurring, quarterly engagement facilitated by the City of Winnipeg's Sustainable Procurement Liaison. 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.

Other Engagements	
Follow-up engagement from the Manitoba Metis Federation Expo	Developed and presented a Sustainable Supplier Scorecard and shared at a Canadian Collaboration for Sustainable Procurement (CCSP) Peer Exchange Working Group
Events	Total: 24
Spoke and participated at Black Entrepreneurs and Businesses of Canada Society's Matchmaking events	9
Attended Fair-Trade Events	3
Attended Women Business Enterprises Canada Council's Matchmaker Events	2
Hosted Supplier Showcases	4

Other Events	
Presented on Indigenous Procurement at a CCSP event	Attended the Province of Manitoba's Procurement Conference
Attended <i>The Gathering – Social Enterprises</i> by Canadian Community Economic Development Network (CCEDNET)	Attended the Southern Chiefs' Organization Inc.'s <i>Binasi 2025: An Economic Reconciliation Forum</i>
Hosted an internal matchmaking event between City of Winnipeg departments and social enterprises working in construction	Attended the Red River Metis Business Excellence Awards 2025

Trainings	Total: 3
Internal stakeholders on the Social Value Menu	2
Other Training	
Public Service completed Buy Social Canada's Social Procurement Professional Certificate training on Social Procurement	
External Publications	Total: 7
Our City, Our Stories articles on Winnipeg's website	2 • City awarded for its exceptional use of data – February 28, 2025 • Winnipeg continues its commitment as a Fair Trade Town – November 20, 2025
CCSP Publications	3 • 2024 CCSP Annual Report: The State of Sustainable Public Procurement in Canada- The City of Winnipeg Sources Social Value for the Heart of a Community. https://www.reeveconsulting.com/wp-content/uploads/2025/03/CCSP-2024-Annual-Report_The-State-of-Sustainable-Public-Procurement-in-Canada.pdf • CCSP Publication - Winnipeg introduces Supplier Code of Conduct • CCSP Publication - Winnipeg Launches Showcase with Indigenous Supplier Event
Other External Publications	
Buy Social Canada's September Newsletter : <i>Purchasers explore collaborative strategies to buy from social enterprise at CLASP event</i>	

Other Internal Publications
Three Things Today - Winnipeg continued its commitment as a Fair Trade Town

As the City prepares for SPAP 2026 – 2028, it is important to plan future communications and engagements based on the evidence provided throughout this report. Future communications and engagements should:

1. Increase awareness of the Sustainable Procurement mechanisms and tools.
2. Increase awareness of the Indigenous businesses, diverse-owned businesses, and social enterprises that can deliver on City procurement needs.

Conclusion

Throughout the Sustainable Procurement Action Plan (SPAP) 2022 – 2025, the City of Winnipeg's suite of mechanisms to implement the Sustainable Procurement Action Plan has evolved in 2025. Public Service continues to incorporate internal and external feedback from key stakeholders, learnings from pilots, and evolution from previous iterations of the SPAP to ensure continued success of the Program.

As Public Service moves into SPAP 2026 – 2028, the mechanisms, tools, and measurement developed in SPAP 2022 – 2025 can have significant potential to provide positive impact on the Winnipeg community. This can be supported through broad application on a diverse range on appropriate contracts, ongoing outcome measurement and reporting, and regular reviews for continuous improvement and collaboration.

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