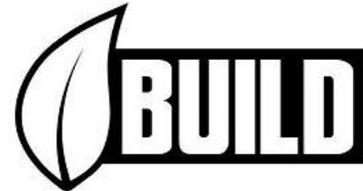




Canadian
CED Network
Manitoba



NORTH END
COMMUNITY
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Written Submission to the City of Winnipeg - Social Procurement

Background

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

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

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

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

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

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

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

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

Scoping Desired Outcome(s), Definitions, and Measurement

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

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

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

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

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

Social Procurement Advisory Working Group

Purpose

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

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

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

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

Mandate

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

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

Membership

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

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

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

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

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

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

Implementation

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

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

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