



**Social
Procurement
Leaders**

Buy with Impact

Social Procurement in Canada 2022 Report

Buy Social Canada

May 2023



Acknowledgements

Thank you to all the people and organizations who are working to implement social procurement.

Special thanks to our clients and Social Purchasing Partners who responded to the Client and Partner Survey and took time to share additional stories and information with us. Your leadership and action on social procurement are part of the marketplace revolution, creating positive change in our communities.

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About Buy Social Canada

Buy Social Canada is a social enterprise with the mission to advance and grow social procurement. We believe that the purchasing of goods and services is much more than an economic transaction. Purchasing is a means to build community capital, the foundation of a healthy community, and to contribute to a local community's social and economic goals.

We bring together purpose driven purchasers and social value suppliers to build business relationships that generate social benefits for communities across the country. We work with community intermediaries and stakeholders, private sector companies, and governments to provide training and develop policy and resources. We offer a recognized, Canada-wide social enterprise certification program that opens the door to an emerging social impact network.

Contact and Feedback

For further information, please contact Buy Social Canada:
info@buysocialcanada.com

Introduction

The progress of social procurement across Canada is unprecedented and encouraging. People and organizations are working together to add value to procurement in multiple ways; through Indigenous procurement, sustainable procurement, benefit driven procurement, and more. Purchasers are increasingly seeking out social value suppliers like social enterprises, diverse-owned businesses, Indigenous businesses, and social purpose organizations to buy from.

Buy Social Canada is grateful to work with our clients and partners to help transform the Canadian economy into a social value marketplace that supports community capital: communities rich in social, human, physical, economic, and cultural capital.

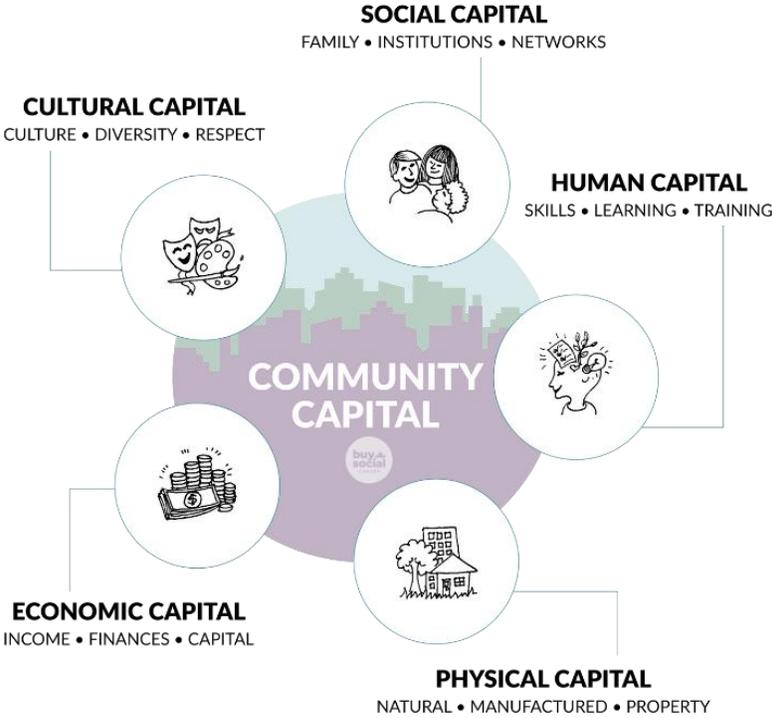


Figure 1 Buy Social Canada Community Capital Diagram

The scope and breadth of this movement is shown in our Client and Partner Survey responses from our [consulting clients](#) and [Social Purchasing Partners](#) in 2022, which we outline below, and in the jurisdictional scan of public-sector social procurement activity which can be found in Appendix A.

A growing movement

The early days of Buy Social Canada's social procurement work focussed on creating market opportunities for social enterprises. As social procurement has grown, many organizations are also interested in including environmental impact, local and diverse-owned businesses, Indigenous socio-economic reconciliation, and more amongst their strategic goals. We work with organizations to define their goals and terminology for social procurement and develop appropriate policy and practices that work in their context and community.

The uptake we're seeing in social procurement spans all levels of government, and the private and non-profit sectors. The movement encompasses many municipalities across the country, alongside corporations, institutions, and non-profits using their purchasing to support community goals. Two major Federal policy updates from [Treasury Board of Canada](#) and [Public Services and Procurement Canada](#) were passed in 2021 which are foundational components to unlocking billions of dollars of Federal spending that can now be directed to include social value outcomes.

Through their commitments to buy with impact, these purchasers are creating ripple effects in our communities as they tell the market what they are looking for and seek feedback on what is possible.

Leaders are developing robust practices and making progress, but we're not at the finish line. Organizations across Canada have dedicated time and resources to develop social procurement policies and processes. Although there has been discussion and emphasis on developing a strong practice, we hope to see more measurement and reporting on social value outcomes. Shared learning and collaboration are needed to get to that point.

While developing a social procurement practice is critical in this journey, it's not the end goal. Rather, social procurement practices are the tools for achieving the real goal: social value outcomes and community capital that support healthy, vibrant communities.

Measurement and reporting help organizations recognize successes, stay accountable and indicate where improvements may be needed. Sharing public reports on impacts and outcomes strengthens stakeholder relationships and helps build the movement by demonstrating what is possible when we work together to use our purchasing power for good.

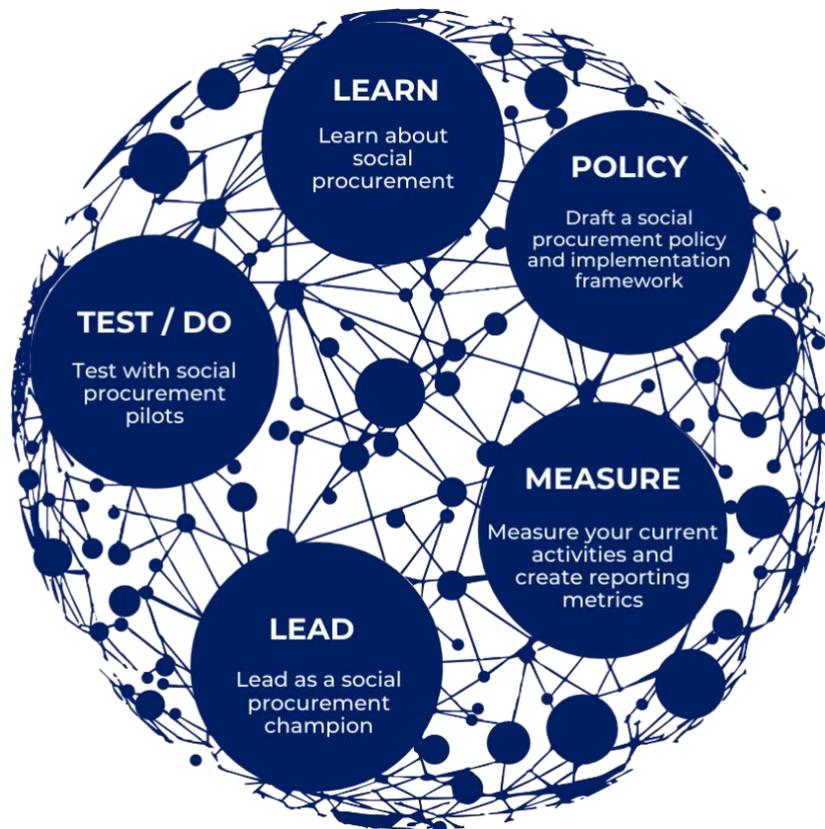
The Social Procurement Journey

We often speak about the journey that organizations are on as they design and implement social procurement.

The journey to embed social procurement in your organization is not linear. Depending on a range of factors, including your organization's priorities, size, capacity, and prior understanding of social procurement, you may choose to take on a number of these activities at once or in an order that makes sense to you.

Whichever order you choose, the elements of learn, policy, test and do, measure, and lead are key to the long-term success of social procurement at your organization.

Figure 2 Buy Social Canada Social Procurement Journey diagram



Client and Partner Survey

Social Procurement Progress and Impact

To get a better picture of the social procurement movement in Canada, Buy Social Canada surveyed our consulting clients and [Social Purchasing Partners](#) about where they are on their social procurement journeys, lessons learned, and implementation progress to date. We heard from 17 partners and clients who worked with us in 2022.

Social Purchasing Partners

Our purchasing partners are verified social purchasers, prioritizing social procurement, sustainable leadership, and contributing to the social and environmental wellbeing of community. The following Social Purchasing Partners responded to the survey:



Contracted Clients

Buy Social Canada works with a wide variety of organizations to provide in depth social procurement policy and program development with a strong emphasis on stakeholder engagement. Through their commitments to buy with impact, these purchasers are creating ripple effects in their purchasing. The following clients responded to the survey:



Key Findings

The survey of our 2022 consulting clients and Social Purchasing Partners reinforced our understanding that social procurement is a journey. Ongoing testing, learning and improvement are critical to the success of a social procurement practice. Our clients and partners are at different stages of this journey, and many shared that their practices are still in the development or piloting stage, while culture change and internal education is under way in other organizations.

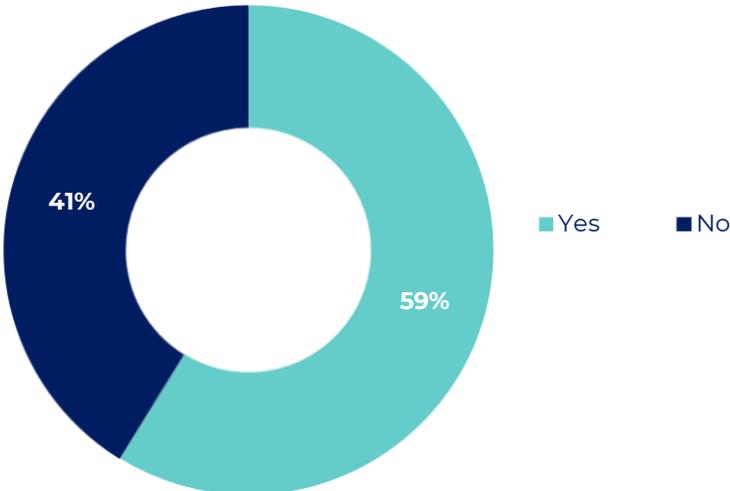
Many of the respondents have seen significant stakeholder and public support for their social procurement frameworks and policies. Taxpayers and community members are often happy to hear that purchasers are implementing social procurement.

Shared challenges from survey respondents include lack of access to resources or technology to identify social enterprises and other social value suppliers to purchase from, staff time and capacity, competing priorities, and decentralized procurement practices which make measurement more challenging.

One area we hope to see grow in future is public, ongoing reporting of implementation and outcomes.

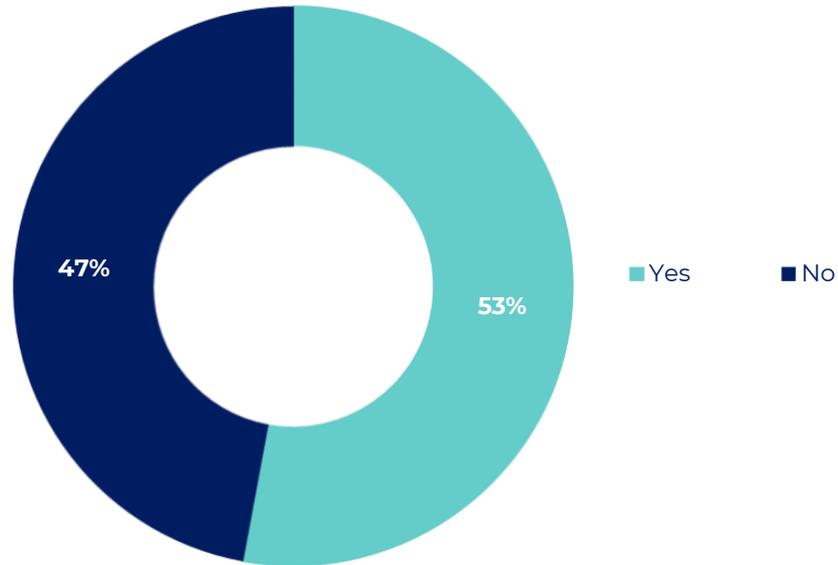
Despite these constraints, our partners and clients remain optimistic about what's possible through social procurement and are committed to championing the movement to buy and sell with impact.

Does your organization have a social procurement policy?

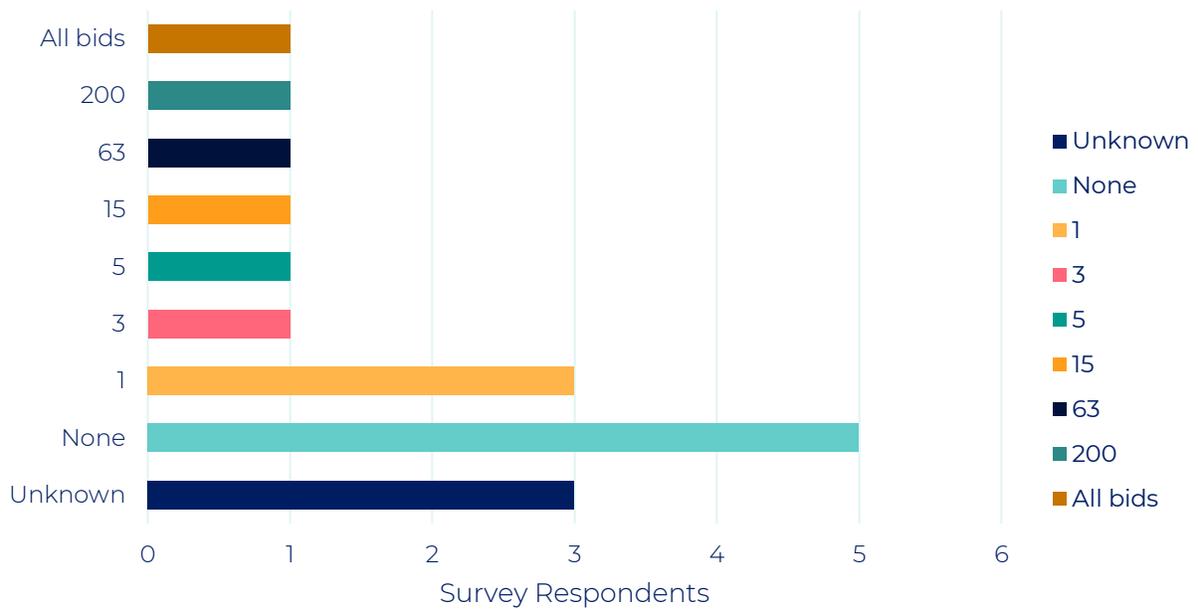


Note: Many of those who answered “no” to this question have frameworks or guidelines rather than policies, and several are in the process of developing formal policies.

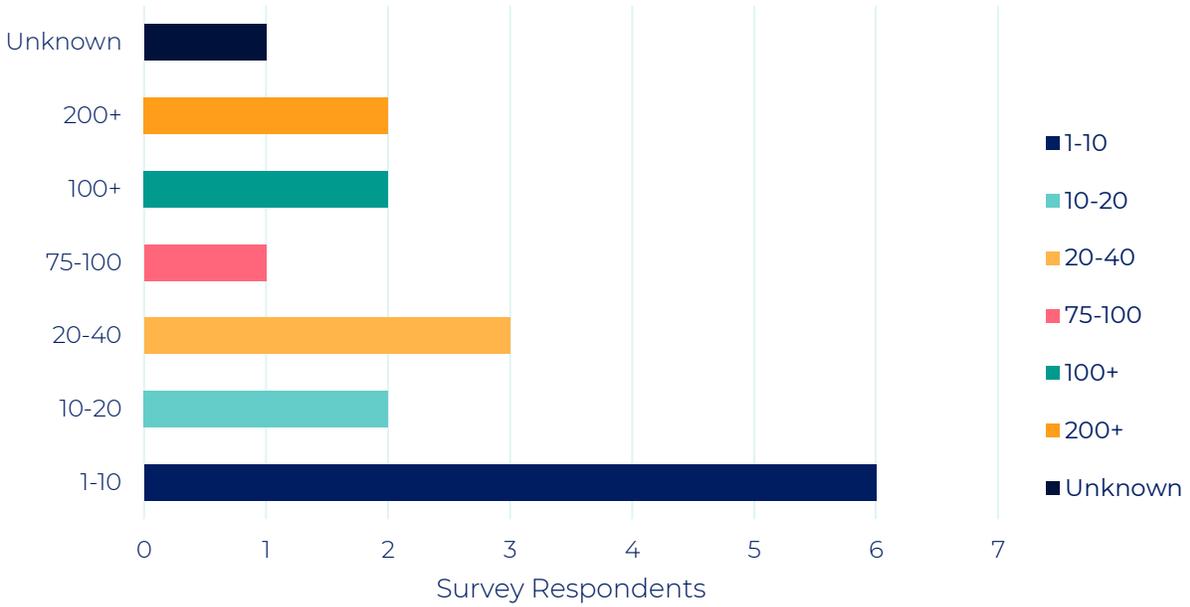
Do you track your organization's social procurement spend?



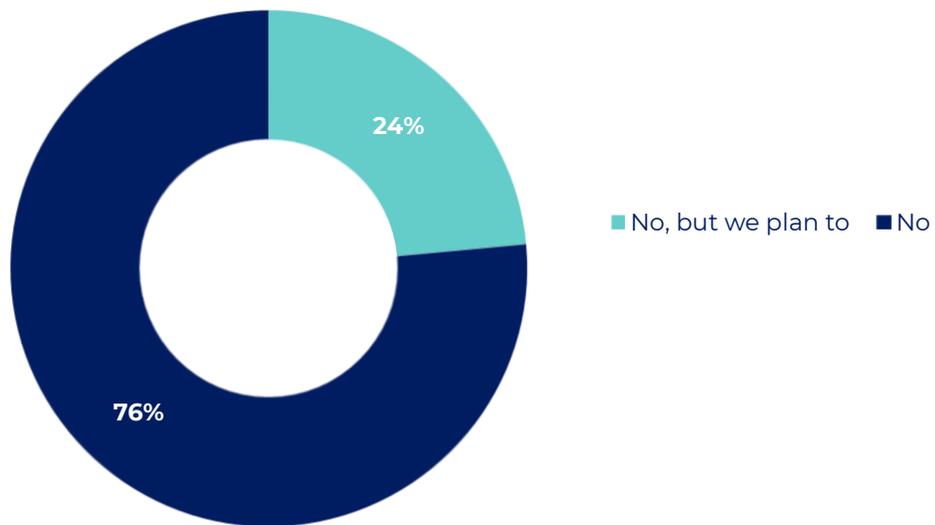
How many contracts or bids that your organization issued in 2022 included social procurement criteria or weighting?



How many staff in your organization have been trained on social procurement (at least an introductory workshop or session)?



Do you publish any reports on your organization's social procurement implementation to the public?





Purchaser Stories: Construction Sector Innovation

Construction, infrastructure, and development projects are a major opportunity area for social procurement. Many social procurement leaders and Buy Social Canada Social Purchasing Partners work in this sector, implementing Community Benefit Agreements (CBAs) and embedding social procurement in construction.

Social procurement in construction and CBAs have seen a variety of construction industry responses, including an initial pushback from industry, often due to perceived issues of additional costs and implementation inefficiencies. Now, we are seeing segments of the construction industry welcoming these practices as a means of responding to community issues, improving project planning, and addressing industry demand for skilled labour. This growing shift in perception and experience of social procurement in construction and CBAs, and stories about recent projects, can be found in [Voices of Industry: A paradigm shift in CBAs](#).

To learn more about current innovations and best practices for social procurement implementation in construction, we spoke with Jason Deboski from Delnor Construction, Rebecca Hurwitz and Bob Prenovost from Clayoquot Biosphere Trust, and Nicole Monaco from Chandos Construction.



kihcihkaw askî project builds supplier relationships at Delnor Construction

[Delnor Construction](#) became a Buy Social Canada Social Purchasing Partner in 2022, and they have explored how to develop and implement social procurement practices on several projects since then.

In the kihcihkaw askî (Sacred Land) project in Edmonton, formerly called kihci askiy, Delnor saw “real success,” says Jason Deboski, Principal and Corporate Project Development Leader. The project was to build an

Indigenous ceremonial site. They were contracted as the General Contractor by the [City of Edmonton](#) with the Indigenous Knowledge and Wisdom Centre as their main stakeholder client. From the outset, the City and stakeholders made it clear that the goals for the project were to employ Indigenous workers and purchase from Indigenous businesses whenever possible.

“The leadership came through the RFP, but it positioned us to deploy social procurement in a major way.” – Jason Deboski

Although this was a smaller-scale project, they saw incredible impacts. Seven out of 28 subcontractors on site were Indigenous businesses, and 15 out of 28 workers identified as Indigenous. Additionally, five of the subcontractors on site used labour services from [Spirit Staffing](#), a local Indigenous staffing organization in Edmonton. Delnor CEO Glenn Cyrankiewicz shared more about the role of social procurement in this project in a [short video](#).

Thanks to the success of this project, Delnor leadership is looking internally at what purchases they make outside of projects, and how they can use social procurement to make impact with their corporate procurement.

“We really see it building momentum,” says Jason Deboski. “We were introduced to people and businesses we didn’t know,” and now that Delnor has these relationships, they’re thinking about how to include these subcontractors in other tenders and projects in future.

“We’re enthusiastic about this and grateful for the help we’ve had from Buy Social Canada, and from our clients who push this initiative through in their own projects.”



Remote community implementation with Clayoquot Biosphere Trust

The [Clayoquot Biosphere Trust](#) (CBT) is a registered charity based in Tofino, on the west coast of British Columbia. Established in 2000, CBT is the only organization in Canada that is both a community foundation and a UNESCO biosphere, overseeing the Clayoquot Sound Biosphere Region designation.

CBT started their formal social procurement journey largely because they were looking ahead at a major construction project: [The Clayoquot Sound Biosphere Centre](#).

“The Clayoquot Sound Biosphere Centre will be a gathering place for the communities of Tla-o-qui-aht, Ahousaht, Hesquiaht, Yuułuʔiłʔatḥ, Toquaht, Ucluelet, and Tofino to come together to achieve our shared vision of living sustainably in a healthy ecosystem with a diversified economy and strong, vibrant, and united cultures.” – Clayoquot Biosphere Trust

Knowing that this project would require a large amount of procurement, Clayoquot Biosphere Trust contracted Buy Social Canada in early 2022 for support with formalizing their goals and practices into a social procurement policy that would help guide who to contract with in the design and construction of the Centre.

CBT has tested their social value questionnaire and scoring on two small contracts in the past year. Rebecca Hurwitz, Executive Director, says this is “building expectations for relationships with contractors.” She adds that it is important to balance project cost with local and social priorities, and the scoring guidelines have been helpful for that.

Rebecca adds that having scoring and evaluation already set out is helpful because, “this is such a different scale of project for Clayoquot Biosphere Trust. At this scale it will really need to be intentional, and we’re going to be working with lots of new service providers who we want to become familiar with, versus the local businesses we already know well.”



Impact measurement is the next frontier at Chandos Construction

As a Buy Social Canada Social Purchasing Pledge Leader since 2019, [Chandos Construction](#) has taken several strides on their social procurement journey and are true leaders in the construction sector and beyond. They consistently show generosity and collaborative spirit as they commit to changing how business is done to create positive social, cultural, and environmental impacts.

With a robust social procurement policy and goals, Chandos is looking at the next step: measurement and reporting. Over the past two and a half years, they've collaborated with a third-party platform, [Nisto](#), to develop reporting software that can track their social and sustainable impacts and key metrics. Now that the platform is ready to use, they've begun to roll it out.

While the software is useful, Chandos' Director of Marketing and Communications Nicole Monaco is clear that "to drive accountability and measurement, we needed to do more than implement software." Each month, project teams have forecasting meetings reviewing key figures and project updates. To ensure accountability on measurement and reporting, their 5% social procurement target will be integrated into the monthly forecasting.

"Our goal is that social procurement spending becomes part of how team members look at every purchasing decision." – Nicole Monaco

As they pilot their reporting platform and collect more information, Chandos is preparing to launch a public impact dashboard, sharing transparent and almost real-time updates on what their social and sustainable commitments are doing in community.

Nicole says, "we have no obligation to report, but because we are champions for social and environmental outcomes, we feel it's important to lead by example."

A call to action for the sector

As projects grow in scale, Rebecca Hurwitz is conscious that “the scale of impacts really grows,” both socially and in terms of environmental impacts like waste and transportation. Bob Prenovost, the project and risk management advisor supporting Clayoquot Biosphere Trust on the development of The Clayoquot Sound Biosphere Centre, hopes that what they’re doing in Tofino will be “a model for others to follow” on Vancouver Island, since “Clayoquot Biosphere Trust has really been breaking new ground from the beginning.”

Similarly, Delnor Construction and Chandos Construction see the need for learning from others, and hope that more major contractors in the construction sector will join the movement to implement social procurement. Chandos has hosted information sessions on social procurement for their peers, and Nicole Monaco is hopeful that there will be continued collaboration:

“If the top 15 contractors in Canada came together and committed to implementing social procurement, we could make significant impact. We’re very much in favour of this being an industry-wide activity.”

– Nicole Monaco, Chandos Construction

Jason Deboski is optimistic about inclusive hiring opportunities. He sees the importance of working together with fellow contracting companies, and community intermediaries and stakeholders:

“I really think if we can work together as organizations with different equity-deserving groups in our region, social procurement can be one of the solutions to real challenges we face as an industry, including finding great people. If we work together to remove barriers people face, we can make a difference.”

– Jason Deboski, Delnor Construction

In an industry that has already shown great leadership, these advocates know there is more still to achieve.



A regional approach to impact measurement with British Columbia Social Procurement Initiative



The [British Columbia Social Procurement Initiative](#) (BCSPI) is a program by and for public purchasers that provides training, expert support, tools, and resources for governments and institutional purchasers across BC to share learnings on how to integrate social procurement into existing procurement practices.

Acknowledging that impact measurement is a critical component of ongoing social procurement success, in 2022 BCSPI developed an Impact Measurement Framework and [Guide](#), along with a set of tools for members, in collaboration with [Royal Roads University](#). The framework makes it easier for members to measure and report on social procurement impact and is aligned with the United Nations [Sustainable Development Goals](#) (SDGs).

Using this framework and tools, BCSPI surveyed its member organizations to learn about their social procurement practices and outcomes for the 2021-2022 fiscal year. [Key findings](#) include:

- \$369,194,577.00 of total spend by survey respondents
- \$77,704,573.28 of social procurement spend (at minimum)
- 33% of contracts awarded to local suppliers
- 52% of BCSPI members have social procurement policies
- 189 social procurement contracts (at minimum)
- 10-15% average social procurement criteria weighting

The survey also enabled BCSPI to identify four key areas for growth: whole organization training, ongoing implementation, contract monitoring, and reporting.

“Impact measurement matters. It helps to set an organization's direction and vision and determine the outcomes that result from actions. It is also more than that; measurement helps to create a culture of learning, shared experiences and the invitation to work towards a common goal, in this case, community, regional and global goals.” - [BCSPI Annual Impact Report 2021/2022](#)

Buy from Social Value Suppliers

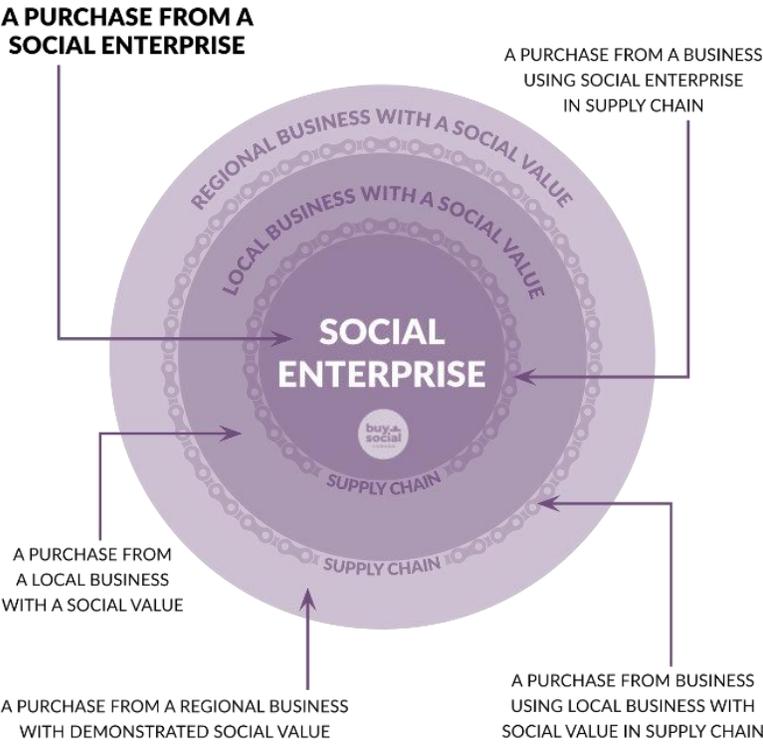
Business relationships with social enterprises and other social value suppliers maximize community capital

Social enterprises are businesses that sell goods and services, embed a social, cultural or environmental purpose into the business, and reinvest the majority of profits into their social mission. They compete with traditional for-profit businesses, but use their earnings to invest in vibrant, healthy communities.

We encourage all purchasers to search the Buy Social Canada [Certified Social Enterprise Directory](#) for social enterprises whenever possible in their purchasing to maximize community benefits with their spending. If a social enterprise isn't available for the good or service you're procuring, use the concentric circle model to look for the next most impactful purchase you can make; finding local businesses with a social value, or businesses that purchase from social enterprises and other social value suppliers in their supply chains.

It's important to acknowledge that while Indigenous procurement is part of social procurement, it also deserves a distinct focus and consideration in procurement practices and evaluations, as we work towards economic reconciliation.

Figure 3 Buy Social Canada Concentric Circle Model





Centering Community Engagement at the City of Winnipeg

From the beginning of the [City of Winnipeg](#)'s social procurement journey, local social enterprises were involved. "I was working from the inside, they were working from the outside in," says Corinne Evason, Contracts Supervisor for Materials Management at the City. Corinne is an internal champion for social procurement, who started development and piloting with limited budget and staff resources.

As the City was developing a [Sustainable Procurement Action Plan](#) (SPAP), Winnipeg City Council gave staff a mandate to create an external working group, which later expanded to multiple sub-working groups for social enterprises, diversity and inclusion organizations, the construction sector, and Indigenous Rightsholders.

The City engaged twice with stakeholder groups before submitting the SPAP for Council approval; once to share their ideas and get feedback, and again to share the updated plan and explain the changes.

Michael Barkman, Manitoba Network Manager at [CCEDNet Manitoba](#) and a member of the coalition [We Want to Work](#), says there is a long history of community members seeing social procurement "as a strong tool to meet the challenges and opportunities" in Winnipeg, including poverty reduction and Indigenous reconciliation.

"We Want to Work saw the City as a key place to start because the collaboration between government, industry and community could be strong," Michael says.

Corinne is clear that stakeholders were essential in getting the SPAP approved by Council and adding funding to the budget in 2023. "Stakeholders signing on has a lot of weight in the political arena," she says.

Corinne and Michael both have tangible advice for others wanting to ensure successful stakeholder engagement for social procurement:

"Start with where you want to go as an organization and let your stakeholders engage on that," says Corinne, but don't get too caught up in having everything prepared either. "You don't have to have everything finalized before you begin. Start as procurements are happening... you need those small wins to keep you going."

Michael adds: "Be vision-driven, and understand the history and context of the community you're in. For cities, construction takes up a large part of the conversation but don't lose sight of the benefit of below-threshold, small purchases and how much those add up."



Photo Flavours of Hope, Certified Social Enterprise

What's Next?

The future of the social procurement movement in Canada

There is clearly a strong foundation for the growing movement for social procurement in Canada. Committed clients, Social Purchasing Partners and many others are championing practices that prioritize community and environment in procurement. We see positive impact in communities as a result, while also telling the market to prepare for a new normal where best value is more than just lowest price, and all businesses are encouraged to buy and sell with impact.

The Buy Social Canada team is deeply committed to this work. If you have questions or would like support, please contact info@buysocialcanada.com.

Appendix A: Jurisdictional Scan

This Jurisdictional Scan is a living document. Buy Social Canada is creating this resource as a list of organizations with social procurement policies and programs, to track progress and momentum.

If you have a policy or program but don't see yourself on this list, please contact us at info@buysocialcanada.com to be included.

Every purchase has a social, economic, cultural, and environmental impact. Social procurement is about using existing purchasing to capture those impacts to achieve overarching institutional, governmental, or individual goals that help to shape inclusive, vibrant and healthy communities.

Social procurement is growing in application across Canada. Public purchasers see the value and are updating procurement policies, establishing programs and frameworks and seeking tangible outcomes and benefits in construction projects.

The terminology varies and includes social procurement, sustainable procurement, Indigenous procurement and benefit driven procurement. Each organization will indicate what their goals are, and if their approach includes social value, environmental impact, Indigenous considerations or other goals. For this jurisdictional scan, we have focused on public sector purchasers with publicly available information on how they are practicing social and Indigenous procurement, not purchasers who focus on environmental sustainability in their procurement.

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Federal Government

Indigenous Services Canada Directive on Government Contracts, Including Real Property Leases, in the Nunavut Area (2019)

<https://www.sac-isc.gc.ca/eng/1646147382130/1648487162865>

Social Value Goals: Address the under-representation of Inuit business participation in the federal procurement process.

Procurement Strategy for Indigenous Business (2022)

<https://www.sac-isc.gc.ca/eng/1100100032802/1610723869356>

Social Value Goals: Indigenous Services Canada (ISC) advocates for Indigenous businesses so they can: compete for federal government contracts, work on major Crown projects, have access to tools to increase their visibility to federal procurement officers, explore partnerships and joint-ventures, enter new supply chains including links to corporate Canada

Public Service and Procurement Canada Social Procurement Policy (2021)

<https://www.tpsgc-pwgsc.gc.ca/app-acq/pas-posp-eng.html>

Social Value Goals: Enhance best value in procurement. Indigenous reconciliation, improved diversity, accessibility, community development, inclusion, gender equality, and ending systemic racism. Increased participation of underrepresented suppliers in PWGSC procurements. This includes businesses or social-purpose organizations owned and/or operated by underrepresented groups and targeted initiatives considered by communities, industries, or commodities. Reduce and prevent barriers to participation in procurement processes faced by underrepresented groups.

Treasury Board Directive on the Management of Procurement (2021)

<https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32692>

Social Value Goals: Procurements are managed in a manner that enables operational outcomes and demonstrates sound stewardship and best value consistent with the Government of Canada's socio-economic and environmental objectives.

Provincial and Territorial Governments

Manitoba Indigenous Procurement Policy (2020)

<https://www.gov.mb.ca/central/psc/pubs/api/Indigenous%20Procurement%20Policy.pdf>

Social Value Goals:

- Support commitment to community economic development as a key component of Manitoba's economic strategy, intended to develop a provincial economy that is more inclusive, equitable and sustainable
- Stimulation of Indigenous business development
- Increased procurement from Indigenous business through sub-contracting and/or joint ventures with non-Indigenous firms when bidding on contracts
- Relationship building between Indigenous suppliers and government buyers
- Better understanding of the tender process by suppliers
- increased knowledge of Indigenous supplier base by government buyers

Yukon First Nations Procurement Policy (2023)

<https://yukon.ca/sites/yukon.ca/files/hpw/hpw-gam-2.6-yukon-first-nations-procurement-policy-may-2023.pdf>

Social Value Goals: Support community-based businesses and environmental sustainability. Builds a stronger economic future for Yukoners. Increases the ability of local businesses and First Nations to secure Government Contracts through changes in how Government procures Goods and Services.

Nova Scotia Sustainable Procurement Policy (2016)

<https://beta.novascotia.ca/sites/default/files/documents/1-2196/sustainable-procurement-policy-policy-31-common-services-manual-300-en.pdf>

Social Value Goals:

A holistic approach to government procurement that considers the environmental, economic, and social factors related to goods, services and construction.

British Columbia Social Impact Purchasing

<https://www2.gov.bc.ca/gov/content/bc-procurement-resources/policy-and-strategies/strategies-and-initiatives/social-purchasing>

Social Value Goals: Supplier diversity means creating opportunities for diverse suppliers such as Indigenous peoples and employment equity seeking groups which could include people with disabilities and other traditionally underrepresented groups. Workforce development means offering apprenticeships, skills training and other developmental support to employees, contractors, or volunteers, including diverse supplier groups.

Crown Corporations

BC Hydro Indigenous Procurement

<https://www.bchydro.com/work-with-us/suppliers/indigenous-procurement.html>

Social Value Goals: Long-term economic interests of Indigenous peoples in British Columbia.

SaskPower Indigenous Procurement Policy (2015)

<https://www.saskatchewan.ca/government/partnerships-for-success/profiles/Indigenous-procurement-policy>

Social Value Goals: Increase Indigenous participation in SaskPower's supply chain.

Alberta Municipal Governments

City of Calgary Benefit Driven Procurement and Public Value in Procurement Policy (2021)

<https://www.calgary.ca/buy-sell/supply-to-city/benefit-driven-procurement.html>

<https://www.calgary.ca/content/dam/www/cs/documents/Benefit-Driven-Procurement-Strategy.pdf>

Social Value Goals: Diverse, stronger and more resilient small and medium sized and social enterprises businesses sector; opportunity and integration for historically underrepresented groups; increased apprenticeship, work-experience and entry-level opportunities in the trades and other career-track employment especially for traditionally underrepresented community members; local procurement where appropriate and allowable to do so; respond to Infrastructure Canada's requirements for Community Employment Benefits.

City of Edmonton Sustainable Procurement Policy (2019)

<https://www.edmonton.ca/sites/default/files/public-files/C556B.pdf?cb=1674667676>

Social Value Goals: Climate resilience, Indigenous procurement. Social value considerations will address social and economic issues that are descriptive in social impact outcomes related to employment, training and skills development, social value supply chain, and community development.

Regional Municipality of Wood Buffalo Social Procurement Program and Procurement Policy (2021)

<https://www.rmwb.ca/en/permits-and-development/resources/Documents/Procurement/RMWB-Social-Procurement-Program-December-2021-edit.pdf>

https://www.rmwb.ca/en/mayor-council-and-administration/resources/Documents/policies/SCM-100_Procurement_Policy.pdf

Social Value Goals: Social Procurement means a procurement practice that seeks to achieve positive social value outcomes such as social, economic, environmental and cultural benefits. Responsible government, partnerships with rural and Indigenous communities, socio-economic reconciliation, employment and skill development opportunities, diversity, and inclusive, downtown revitalization.

British Columbia Municipal Governments

Alberni-Clayoquot Regional District Strategic Plan (2021)

https://www.acrd.bc.ca/dms/documents/agendas/2021-board-of-directors-agendas/acrd_strategic_plan_2021_to_2024.pdf

Social Value Goals: Create procurement policies to enable local government expenditures that derive enhanced community benefit.

Capital Regional District Procurement Policy (2022)

<https://www.crd.bc.ca/docs/default-source/business-opportunity-policies/procurement.pdf?sfvrsn=4#:~:text=The%20CRD's%20primary%20goal%20in,%2C%20transparent%20and%20non%2Ddiscriminatory.>

Social Value Goals: Advance the Capital Regional District's commitment to economic, environmental, and social responsibility by supporting the acquisition of sustainable products and services.

City of Campbell River Council Purchasing Policy (2021)

https://www.campbellriver.ca/docs/default-source/your-city-hall/legislative-services/6--purchasing-policy---nov-2021.pdf?sfvrsn=95796e08_2

Social Value Goals: Products that do not harm the environment in their manufacturing, use or disposal and would lead to greenhouse gas reduction, waste reduction, toxic use reduction, life cycle costs. Products that ensure employee health and safety, inclusiveness, and supplier code of conduct. Community Benefits, make positive contributions to the local economy and the vibrancy of the community, opportunities for local businesses.

City of Courtenay Procurement Policy (2023)

https://www.courtenay.ca/assets/Business/Documents/1200.00.02-2023_Procurement%20Policy.pdf

Social Value Goals:

- Maximize contracting or sub-contracting opportunities for indigenous businesses
- Maximize employment opportunities for K'ómoks First Nation or indigenous populations
- Commit to paying a Living Wage to all staff directly employed by the proponent
- Maximize employment, training and apprenticeship opportunities among local, disadvantaged, equity-seeking or marginalized individuals and populations
- Maximize the diversification of the supply chain by including non-profit organizations, social enterprises and small-medium enterprises
- Contribute to the strengthening of the community by supporting the social goals and objectives of the City
- Include any corporate social responsibility initiatives undertaken by the organization that contribute to social wellbeing

City of Nanaimo Sustainable Procurement Policy (2021)

<https://www.nanaimo.ca/docs/your-government/city-council/policies/sustainable-procurement-policy.pdf>

Social Value Goals: Diversity including diverse suppliers and social enterprises, local employment, Inclusion including providing contracting, employment and skills training for Indigenous persons and other Equity-Seeking Groups

City of Port Alberni Procurement Policy (2022)

https://portalberni.ca/sites/default/files/doc_library/PolicyManual_Updated_March%202023.pdf (page 293)

Social Value Goals:

- Maximize inclusive employment, training and apprenticeship opportunities among, disadvantaged, equity deserving or marginalized individuals and populations
- Maximize the diversification of the supply chain by including non-profit organizations, social enterprises and small-medium enterprises
- Contribute to the strengthening of the community by supporting the social goals and objectives of the City
- Include any social responsibility initiatives undertaken by the organization that contribute to social well being

City of Powell River Social Purchasing Policy (2021)

<https://powellriver.civicweb.net/document/38007/#:~:text=No%20City%20officer%20or%20employee,obtained%20through%20a%20public%20disposal.>

Social Value Goals: Supporting social enterprises, not-for-profit businesses, and SMEs. Employment strategies, local enterprises, endemic/native materials, environmental responsibility, elimination of waste and reduced emissions, diversity and equality.

City of Vancouver Social Procurement State of Practice (2017)

https://sustain.ubc.ca/sites/default/files/2017-41_%20Social%20Procurement%20State%20of%20Practice_Lupick.pdf

Social Value Goals:

- Provide opportunities for people with barriers to employment
- Support social enterprises and social value businesses
- Promote Aboriginal opportunities
- Increase local supplier participation
- Promote diversity in the supply chain
- Support small and medium businesses
- Support social innovation

City of Victoria Purchasing Policy (2020)

<https://www.victoria.ca/assets/Business/Documents/Purchasing%20Policy.pdf>

Social Value Goals: A removal of barriers so all current and future members of our community can participate in society and prosper. Social Justice – remove systemic barriers, Intersectionality – reflect multiple lived experiences, Quality of Life – health, happiness and satisfaction, Resilience and Prosperous Community – inclusion and access

Comox Valley Regional District Procurement Policy (2018)

https://www.comoxvalleyrd.ca/sites/default/files/uploads/document/procurement_policy.pdf

Social Value Goals:

- Maximize employment, training and apprenticeship opportunities among local, disadvantaged, equity-seeking or marginalized individuals and populations
- Maximize the diversification of the supply chain by including non-profit organizations, social enterprises and small-medium enterprises
- Contribute to the strengthening of the community by supporting the social goals and objectives of the CVRD
- Include any corporate social responsibility initiatives undertaken by the organization that contribute to social wellbeing

Cowichan Valley Regional District Procurement Policy (2017)

https://www.cvrld.ca/DocumentCenter/View/83550/Procurement_Policy?bidId=

Social Value Goals: Inclusive hiring, training and skills development, reductions in greenhouse gas emissions, sustainable initiatives, inclusion of social enterprises, living wage, local businesses.

District of Port Hardy General Purchasing Policy (2019)

https://porthardy.civicweb.net/document/7354/General%20Purchasing%20Policy%20_CP2.1.pdf?handle=E499A4E9C312450BA228CA1F76296BD1

Social Value Goals:

“The District considers the environmental, social and economic sustainability value of the goods and services being purchased, with the intent to shift spending away from goods and services that negatively impact the environment and society towards products and services that are more environmentally sound, socially beneficial and economically sustainable. ... The value-added evaluation criteria used will be tailored to the specific competition; and will be clearly stated in the procurement documents.”

District of Squamish Procurement Policy (2020)

<https://squamish.civicweb.net/filepro/documents/88525/?preview=194638>

Social Value Goals:

- Ensures that Suppliers are contributing to the advancement of the community socially, economically, culturally, and environmentally
- Values and supports supply chain partners who provide a Living Wage
- Works with current and future Suppliers on reducing GHG emissions in the delivery of goods, services and construction
- Encourages (or requires) the use of materials and products that
- have less embodied carbon
- Maximizes employment, training and work-integrated learning opportunities among local, disadvantaged, equity-deserving or marginalized individuals and populations
- Maximizes the diversification and social impact of the supply chain by including, Social Enterprises, First Nations Suppliers and local small enterprises
- Supports entrepreneurs creating Social Value and new local employment opportunities within the District
- Values Suppliers providing work experience and employment opportunities to local youth aged 15-29
- Values Suppliers who demonstrate commitment to ethical sourcing and procurement practices, through corporate social procurement policies or certifications including but not limited to Fair Trade, Ocean Wise Seafood, CSA, Forest Stewardship Council, or organic certification

- Supports Good Food Values as articulated in the Squamish to Lillooet Good Food Pledge and Program in the procurement of food for District operational needs or when leasing District space to operators of food concessions
- The District will seek opportunities via its procurement activities to partner and honour its relationship with the Squamish Nation
- Procurements that do not meet Trade Agreement thresholds, the District will – all things being equal, give preference to social enterprises and or local small businesses

qathet Regional District Delegation of Purchasing Authority (2020)

<https://www.qathet.ca/wp-content/uploads/2020/01/BL454-Purchasing-Authority-Consolidated-June-2020-5.pdf>

Social Value Goals: Environmental, social, economic, and cultural sustainability.

Regional District of Nanaimo Purchasing Policy (2020)

<https://rdn-pub.escribemeetings.com/filestream.ashx?DocumentId=14720>

Social Value Goals: Goods and services being purchased with the intent to shift spending away from goods and services that negatively impact the environment and society towards goods and services that are more sustainable, ethically sourced and socially beneficial to advance the RDN’s progress to achieving and maintaining a healthy, resilient, and sustainable region. Social and community benefit opportunities should be identified, evaluated, and included in the project planning process wherever feasible. If social and community benefit clauses are included in a project, The RDN will endeavor to implement environmental sustainability considerations for construction projects.

Sunshine Coast Regional District Procurement Policy (2019)

<https://www.scrd.ca/files/File/3-1200-5%20%20Procurement%20Policy.pdf>

Social Value Goals: Local economic development and environmental sustainability.

Town of Gibsons Purchasing Policy (2022)

<https://gibsons.civicweb.net/filepro/documents/122749/?preview=122751>

Social Value Goals: Living wage, social enterprise, First Nations suppliers, local small enterprises, youth employment, improve relationship with Skwxwú7mesh (Squamish) and shíshálh (Sechelt) Nations.

Town of Qualicum Beach Social Procurement Policy (2016)

<https://qualicumbeach.civicweb.net/document/6184/>

Social Value Goals: supply chain diversity, employment training, local job creation, environmental sustainability, attract and retain families with young children, youth employment opportunities, employment for disadvantaged, culture and arts improvements, living wage.

Village of Cumberland Purchasing Policy (2017)

<https://www.dropbox.com/s/pjh61mu0q95s4h4/Purchasing%20Policy%20-%20Village%20of%20Cumberland%20%281%29.pdf?dl=0>

Social Value Goals:

- Contribute to a stronger local economy
- increase diversity among suppliers
- promote the Living Wage and fair employment practices
- improve access to contracts for micro, small business, and social enterprises
- increase the number of local jobs that support young working families
- increase social inclusion, by improving contract access for equity-seeking groups, such as social enterprises
- enhance community arts and culture infrastructure
- improve and enhance public spaces
- increase training and apprenticeship opportunities
- help move people out of poverty, providing increased independence and sustainable employment for those in need
- improve opportunities for meaningful independence and community inclusion for citizens living with disabilities; and
- to stimulate an entrepreneurial culture of social innovation

Manitoba Municipal Government

City of Winnipeg Sustainable Procurement Action Plan 2022 - 2025

<https://legacy.winnipeg.ca/matmgt/pdfs/SustainableProcurement-ActionPlan.pdf>

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

Nova Scotia Municipal Government

Halifax Regional Municipality Procurement Policy (2020)

<https://cdn.halifax.ca/sites/default/files/documents/business/doing-business-halifax/2020-004-ADM%20Procurement%20Policy.pdf>

Social Value Goals: Supplier diversity, workforce development, living wage, community benefits, environmental benefits.

Ontario Municipal Governments

City of Brampton Sustainable Procurement Strategy (2022)

<https://www.brampton.ca/EN/City-Hall/policies-directives/Documents/Sustainable%20Procurement%20Strategy.pdf>

Social Value Goals: By actively supporting diversity, inclusion and increased opportunity Brampton will strengthen its reputation as a welcoming City and will continue to enjoy the economic and social benefits of a growing population and an expanding local economy.

City of Mississauga Sustainable Procurement Policy (2018)

<https://www.mississauga.ca/wp-content/uploads/2022/03/17150047/03-06-09-Sustainable-Procurement-Policy.pdf>

Social Value Goals:

- Suppliers, including social enterprises, which provide employment and training for youth and people with employment barriers (e.g. people with disabilities, new immigrants, chronically unemployed, ex-offenders, etc.)
- Suppliers that demonstrate best practices in workplace diversity, inclusion and accessibility (e.g., women, indigenous, minority-owned businesses or businesses owned by persons with disabilities)
- Suppliers that make and or sell Goods that are certified Fairtrade (i.e., distinguished by the independent consumer product label that meets the international Fairtrade Standards, meaning the product has been certified to offer a better deal to the farmers and workers involved), and
- Suppliers with good health and safety work place practices

City of Peterborough Procurement Bylaw (2022)

https://bylaws.peterborough.ca/bylaws/getFNDoc.do?class_id=20&document_id=13812

Social Value Goals:

- Local economic development and employment to support City of Peterborough and County of Peterborough residents to work in the region
- Support Local Businesses by prioritizing purchasing for below trade agreement thresholds

- Prioritize inclusion and diversity in our supply chain and in the business practices of our suppliers
- Social equity and sustainable community development to lift up and support our community where it is needed most
- Socio-economic goals derived from environmental sustainability purchasing will contribute to our healthy community where people and the environment are intrinsically linked
- Strengthen arts, heritage and culture

City of Toronto Social Procurement Policy (2016)

<https://www.toronto.ca/business-economy/doing-business-with-the-city/social-procurement-program/>

Social Value Goals: Supply chain diversity and workforce development for equity-seeking groups.

Saskatchewan Municipal Governments

City of Regina Indigenous Procurement Policy (2023)

<https://www.regina.ca/export/sites/Regina.ca/business-development/tenders-procurement/galleries/pdfs/Indigenous-Procurement-Policy.pdf>

Social Value Goals: The purpose of the Indigenous Procurement Policy is to stimulate Indigenous entrepreneurship, business and economic development, providing Indigenous Vendors with more opportunities to participate in the economy.

City of Saskatoon Purchasing Policy (2018) and Indigenous Procurement Protocol (2019)

https://www.saskatoon.ca/sites/default/files/documents/new_purchasing_policy_c02-045.pdf

https://www.saskatoon.ca/sites/default/files/documents/asset-financial-management/finance-supply/indigenous_procurement_protocol_and_specification_-_30apr2019_-_final.pdf

Social Value Goals: Incorporates sustainability including Environmental Sustainability, Economic Sustainability and Social Sustainability. Indigenous person hours included in proponent's proposal, Indigenous ownership or the extent of Indigenous persons training and development, including scholarships, apprenticeships, or skills training.

Institutions

Humber College Purchasing Procedure (2022)

<https://humber.ca/legal-and-risk-management/assets/files/pdfs/procedures/Purchasing%20Procedure%20Approved%20Nov%202022%20final%20w%20SP%20Auth%20Dec.15.2022.pdf>

Social Value Goals:

Humber will implement social value considerations for existing procurement opportunities, provided any such social value considerations are consistent with the address to social and economic issues that are descriptive in social impact outcomes related to employment, training and skills development, social value supply chain, and community development.

At Humber, we strive to have an inclusive supply chain. Our goal is to advance equality of opportunity globally to businesses owned by women, Aboriginal people, minorities/visible minorities, LGBTQ+, people with disabilities, veterans and service disabled veterans, small businesses. By providing equal access to procurement opportunities to qualified suppliers, we enhance the levels of quality, service, and overall value to the organization. We encourage submissions, bids and, proposals from all diverse suppliers.

Toronto Metropolitan University

<https://www.torontomu.ca/financial-services/purchasing-payment/purchasing-governance/social-procurement/>

Social Value Goals: Indigenous and racialized-owned businesses.

York University Social Procurement Policy (2019)

<https://www.yorku.ca/secretariat/policies/policies/social-procurement-policy/>

Social Value Goals: York aims to increase the number of employment, apprenticeship and training opportunities for people from the University's local neighborhoods, other equity-seeking communities, and Aboriginal Peoples, and to broaden York's supply chain by providing diverse vendors with equitable access to tender opportunities to foster inclusive economic growth.

Construction Policies and Projects

Federal Government

Infrastructure Canada (INFC): Community Employment Benefits Initiative (2018)

<https://www.infrastructure.gc.ca/pub/other-autre/ceb-ace-eng.html>

Social Value Goals:

Projects supported by this funding offer an opportunity to promote increased employment opportunities for a broader array of Canadians. Through the implementation of this initiative, the Government of Canada aims to complement efforts across Canada to increase the supply and retention of diverse workers in infrastructure-related industries like construction, as well as broader federal employment initiatives like the Indigenous Skills and Employment Training Program and the Veterans Education and Training Benefit.

Implicated projects are to provide employment and/or procurement opportunities for at least three of the groups targeted by the initiative: apprentices; Indigenous peoples; women; persons with disabilities; veterans; youth; recent immigrants; and small-sized, medium-sized and social enterprises.

Provincial Governments

Ontario Infrastructure for Jobs and Prosperity Act (2015)

<https://www.ontario.ca/laws/statute/15i15>

Social Value Goals:

Infrastructure planning and investment should promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as local job creation and training opportunities (including for apprentices, within the meaning of section 9), improvement of public space within the community, and any specific benefits identified by the community.

Ontario Metrolinx Community Benefits Framework

<http://www.metrolinx.com/en/greaterregion/projects/community-benefits.aspx>

Social Value Goals:

Metrolinx recognizes that its major infrastructure investments should also provide benefits for the communities in which it works, including employment, training, apprenticeship, local supplier and social procurement opportunities where possible. Metrolinx has therefore committed to include a community benefits program for the rapid transit projects, beginning with the Eglinton Crosstown LRT.

Municipal Governments

City of Surrey Community Employment Benefits Coastal Floodplain Adaptation Projects (2021)

<https://www.surrey.ca/services-payments/water-drainage-sewer/flood-control/coastal-flood-adaptation-strategy/community>

Social Value Goals: 20-30% of employment hours carried out by individuals who fall into at least one of the CEB Target Groups (Apprentice, Indigenous, women, person with a disability, veterans, youth, recent immigrants, SMEs, social enterprise, LGBTQ+). 50% of purchasing from target enterprise types (small, medium or social enterprises).

City of Toronto Community Benefits Framework (2019)

<https://www.toronto.ca/legdocs/mmis/2019/ec/bgrd/backgroundfile-134595.pdf>

Social Value Goals: Employment supports, employment for equity-seeking groups, supply chain diversity, local employment and procurement.

City of Vancouver Community Benefits Agreements Policy (2018)

<https://vancouver.ca/people-programs/community-benefit-agreements.aspx>

Social Value Goals:

- Local, inclusive employment: Make 10% of new entry level jobs available to people in Vancouver first, specifically those from equity-seeking groups (this practice is referred to in the policy as first source hiring)
- Social procurement: Source a minimum of 10% of material goods and services from third party certified social impact or diverse or equity-seeking owned businesses, with a priority on Vancouver businesses
- Local procurement: Attain 10% of materials, goods, and services from Vancouver companies or companies located in Metro Vancouver or British Columbia. These may or may not also be equity-seeking third party certified businesses

Comox Valley Regional District Community Employment Benefit Water Treatment Plant Project (2019)

<https://bcspi.ca/wp-content/uploads/2019/01/BCSPI-Comox-Valley-Case-Study.pdf>

Social Value Goals: Employment hours for Indigenous peoples, apprentices, and under-represented populations.

Appendix B: Glossary

Community Benefit Agreement (CBA): A community benefit agreement (CBA) is a legally enforced agreement on construction, infrastructure, and development projects for specific social value outcomes like hiring, training, or procurement that ensures projects enhance social, cultural, environmental, and economic opportunities for community.

Community Capital: The health of a community is not measured by economic value alone. Community capital consists of the five main types of capital: social capital, human capital, cultural capital, economic capital, and physical capital. Building community capital is the means for creating healthy communities.

Equity-deserving groups: Also known as equity-seeking groups. Groups who have historically been denied equal access to employment, education, and other opportunities including, without limitation, the following: members of an Indigenous community; members of a visible minority group; immigrants and refugees; people with disabilities; racialized communities; women; members of the 2SLGBTQ+ community; low-income residents; people with mental or physical health barriers; people facing employment barriers, unemployment or underemployment; and others experiencing barriers to economic opportunity and participation.

Social Enterprise: A business that sells goods or services, embeds a social, cultural, or environmental purpose into the business, and reinvests the majority of profits into their social mission.

Social Procurement: Every purchase has a social, economic, and environmental impact. Social procurement is about using your existing purchasing to capture those impacts to achieve overarching institutional, governmental, or individual goals that helps shape inclusive, vibrant and healthy communities.

Social Value Supplier: A business who incorporates social value into their business to create impact in their community. Examples could be social enterprises, diverse-owned businesses, social purpose organizations and local businesses with social value.



**Social
Procurement
Leaders**

Get in Touch

Have questions or need information on how you can be involved or how our services can support your social enterprise or social procurement efforts? Reach out and connect with us.

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