City of Winnipeg Social Procurement Framework

Activating the Social and Indigenous Pillars of Winnipeg's Sustainable Procurement Program

PREPARED BY:

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Executive Summary

The City of Winnipeg spends millions annually on goods, services, and construction. Achieving 'best value' for every dollar spent places the onus on the Public Service to maximize positive benefits and minimize adverse effects of procurement. Like other Canadian municipalities, City of Winnipeg has begun to develop a Sustainable Procurement program to amplify the positive impacts of its spending.

Sustainable procurement embeds relevant sustainability considerations into the selection of goods and services, along with factors such as price, quality, service, and technical specifications. Sustainable procurement means getting best value for the City over the total life of a good or service, while seeking opportunities that add environmental, ethical, social, and Indigenous value.

While every organization has different sustainability priorities, the most effective sustainable procurement programs address risks and opportunities in four pillars: environmental, ethical, social, and Indigenous. To date, Winnipeg's Sustainable Procurement program has focussed primarily on environmental and ethical risks and opportunities.

The purpose of the Social Procurement Framework is to activate the social and Indigenous components of Winnipeg's Sustainable Procurement Program. In this way, the City's procurement can become a powerful tool to realize the goals and priorities articulated in the Winnipeg Indigenous Accord*, OurWinnipeg 2045 (subject to Council Third Reading)*, Winnipeg's Poverty Reduction Strategy *(to be heard in Fall 2021)* and other key human rights related policies and strategies.

Social procurement for the City of Winnipeg means leveraging procurement to generate social value in addition to the goods and services purchased. By social value, the City means achieving outcomes like providing opportunities for Indigenous and diverse businesses and social enterprises; and providing employment and skills development for equity groups and others who are marginalized.

The Social Procurement Framework is built around:

- One long-term vision that describes the potential for sustainable procurement
- Three social procurement goals that support the vision and set direction for the next three years
- Nine social procurement objectives - three for each goal - to guide action
- Five procurement mechanisms to help the City realize social value within procurement
- A set of performance indicators to track progress

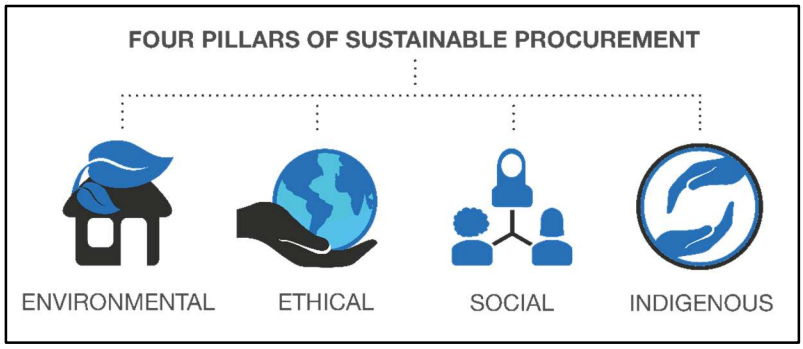
Social procurement requires the support and ingenuity of employees, suppliers, community groups, Indigenous rightsholders and stakeholders, industry associations, Chambers of Commerce, and supplier organizations. The Social Procurement Framework creates a common understanding of what social procurement means for City of Winnipeg, the opportunities that exist, and how the City proposes to work with partners to pursue these opportunities.

1. Introduction & Purpose

The City of Winnipeg spends about $400M annually on goods and services. The Materials Management Policy governs city procurement and is founded on four guiding principles including, "*delivering **best value** for taxpayers (residents)"; and "procurement of **sustainable** goods and services,"* where 'sustainable' means taking economic, environmental, health, and social well-being impacts into account when selecting vendors, products, and services.

In addition, City procurement is governed by three Trade Agreements, CETA, CFTA, and NWPTA (see Glossary) aimed at reducing barriers to the flow of goods, services, investment, and people between provinces, and between Canada and the EU. The City is committed to fair, open, and transparent procurement practices.

Every dollar spent by the City has social, environmental, and economic impacts—both positive and negative. Achieving 'best value' for residents places the onus on the Public Service to maximize positive benefits and minimize adverse effects of procurement. The practice of leveraging procurement to provide added social and environmental benefits along with the goods and services being purchased, is called Sustainable Procurement.



Organizations with mature Sustainable Procurement programs address supply chain impacts in four pillars: environmental, social, ethical, and Indigenous using procurement to further organizational priorities in these areas. Initially, Winnipeg's Sustainable Procurement program focussed mostly on environmental and ethical opportunities such as buying energy efficient copiers and Fairtrade certified coffee. More recently, the City has pursued opportunities in the social and Indigenous pillars including purchasing from social enterprises and Indigenous businesses.

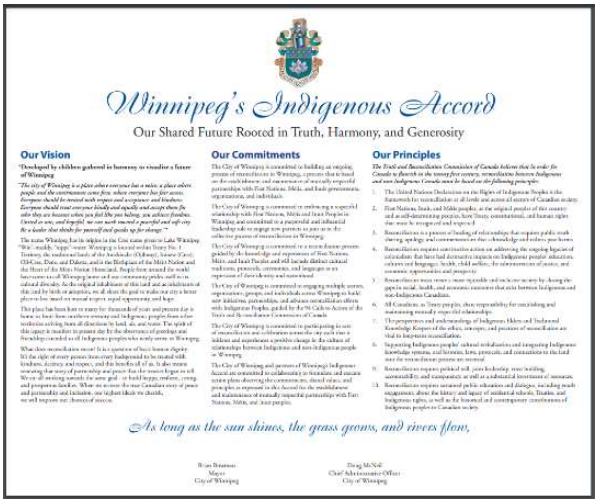
The City is developing this Social Procurement Framework (SPF) to accelerate progress on the social and Indigenous pillars. The purpose of the Framework is to outline the City's long-term vision and goals for positive social and Indigenous impacts throughout the supply chain. The Framework defines what is meant by social procurement and identifies the benefits it brings, like jobs and training; what it looks like in practice, such as awarding contracts to social enterprises; and how it can be incorporated into existing procurement methods.

The Framework builds on work already underway at the City, contributes to meeting key City priorities, and is an important component of an overarching Sustainable Procurement Program.

1.1 Social Procurement Enables Key City Priorities

Social Procurement can leverage spending to help deliver on City priorities related to Reconciliation, Leadership and Good Governance, Social Equity, and Economic Prosperity as outlined in the Winnipeg Indigenous Accord, *OurWinnipeg 2045 (subject to Council Third Reading)*, Winnipeg's Poverty Reduction Strategy *(to be heard in Fall 2021*), and key human rights-related policies & strategies.

Winnipeg Indigenous Accord
Social Procurement supports Principles 4 and 5:
4. Reconciliation requires constructive action on addressing the ongoing legacies of colonialism that have had destructive impacts on Indigenous peoples' education, cultures and languages, health, child welfare, the administration of justice, and economic opportunities and prosperity.
5. Reconciliation must create a more equitable and inclusive society by closing the gaps in social, health, and economic outcomes that exist between Indigenous and non-Indigenous Canadians.


Winnipeg's Indigenous Accord

Our Shared Future Rooted in Truth, Harmony, and Generosity

Our Vision

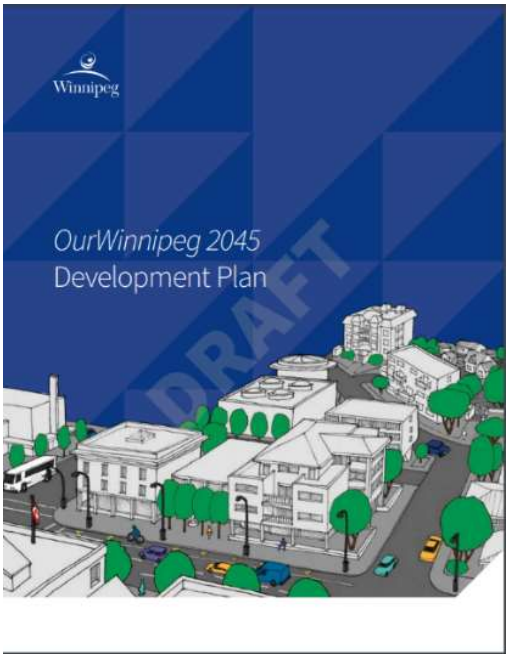
Our Commitments

Our Principles

As long as the sun shines, the grass grows, and rivers flow,

OurWinnipeg 2045 plan has six localized Sustainable Development Goals. Social Procurement supports all of them:

1. Leadership and Good Governance
2. Environmental Resilience
3. Economic Prosperity
4. Good Health and Well-being
5. Social Equity
6. City Building



Winnipeg's Poverty Reduction Strategy
Social Procurement supports Goal 1: Equity and a Culture of Caring are Demonstrated Through Strategy Development and Systems Change; and Goal 3: Equity is Embedded in all City Employment and Income Opportunities.

Human Rights-related Policies & Strategies
Social Procurement supports many of the City's human rights related policies and strategies, including the Newcomer Welcome and Inclusion Policy and Strategy, the Equity, Diversity and Inclusion Policy and Strategy and the Universal Design Policy.

1.2 Social Procurement is a Key Component of Winnipeg's Sustainable Procurement Program

Sustainable procurement is the practice of embedding relevant sustainability considerations into the selection of goods and services, along with factors such as price, quality, service, and technical specifications. It addresses both the sustainability impacts of a specific good or service and the operational practices of suppliers.

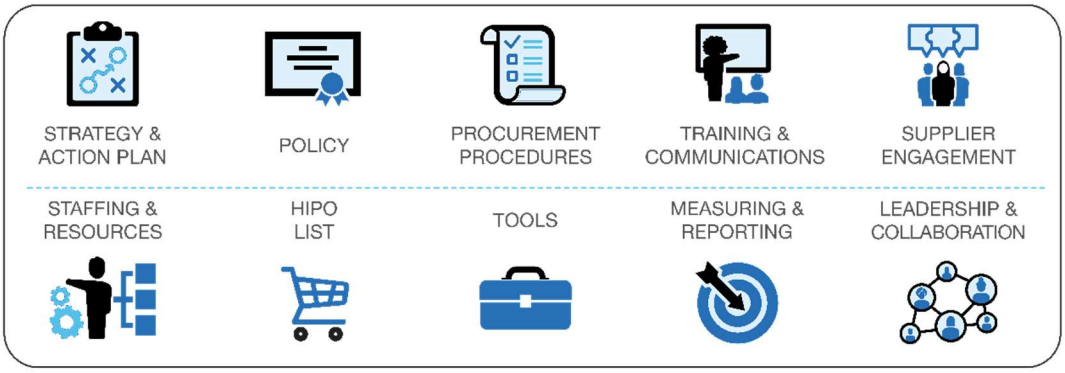
Winnipeg has adopted an integrated and comprehensive approach to sustainable procurement that addresses supply chain opportunities and impacts across four main pillars: environmental, ethical, social, and Indigenous. The approach was developed by the Canadian Collaboration on Sustainable Procurement (CCSP), a group of 40 Canadian cities, post-secondary institutions, and crown corporations promoting sustainable procurement of which Winnipeg is a member.

The table summarizes the sustainability impacts and opportunities that fall under each of the four pillars. The Social Procurement Framework will drive action in the social and Indigenous pillars. Although the City does not currently have a formalized environmental or ethical framework, it can continue to make progress in these pillars, while developing the social and Indigenous pillars.

THE FOUR PILLARS OF SUSTAINABLE PROCUREMENT			
Environmental	**Ethical**	**Social**	**Indigenous**
Aims to reduce greenhouse gas (GHG) emissions and minimize energy and water use. It also addresses waste and toxicity, supports clean, renewable industries, and increases the circularity of the economy.	Involves reducing 'sweatshop labour' by setting recognized minimum workplace standards for suppliers and subcontractors throughout the global supply chain. This often involves assessing compliance with International Labour Organization's conventions against child labour, forced labour, and employment discrimination.	Fosters diversity and inclusion by creating economic opportunities for equity groups and people who are marginalized. Promotes community economic development, social enterprises, supplier diversity, living wage, local food and other measures that improve the health and well-being of individuals and communities.	Promotes Reconciliation through contracting with Indigenous businesses; increasing employment and skills development opportunities for Indigenous peoples; and working in partnership to prioritize public spending in alignment with the Truth and Reconciliation Commission's Calls to Action and United Nations Declaration on the Rights of indigenous Peoples.

10 Best Practice Program Elements

Through the collective experience of its members over 10 years, the CCSP has developed a best practice sustainable procurement framework aligned with the International Standards Organization's *ISO 20400 Guideline for Sustainable Procurement*. It identifies 10 program elements that make for a solid and impactful sustainable procurement program. As a member of the CCSP, the City of Winnipeg annually assesses the maturity of the City's sustainable procurement program against these 10 program elements. The City has made some progress on six of the 10 program components.



In the next three years, the City of Winnipeg aims to develop a high performing sustainable procurement program that addresses all four pillars of sustainable procurement and includes all 10 best practice program elements.

In 2021-22, the City is developing two strategic documents to move forward on this agenda:

1. Social Procurement Framework
2. Sustainable Procurement Action Plan (SPAP)

The SPAP (currently under development) will provide a road map for building and optimizing a high impact sustainable procurement program with a focus on actions that support implementation of the Social Procurement Framework and climate action priorities.

The table below illustrates how the two documents relate.

Materials Management Policy

Best Value

Sustainable Goods and Services

SUSTAINABLE PROCUREMENT

Sustainable procurement means getting best value for the City over the total life of a good or service, while seeking opportunities that address environmental, ethical, social and Indigenous risks and challenges.

Environmental	Ethical	Social	Indigenous

Social Procurement Framework

Outlines the City's long-term vision and goals for positive social and Indigenous impacts throughout the supply chain.

Sustainable Procurement Action Plan

3-year Implementation Plan

Build the 10 best practice program elements

Actions focussing on Social Procurement Framework & climate action

2. What does Winnipeg mean by Social Procurement?

For City of Winnipeg, social procurement means leveraging procurement to generate added social value above and beyond the value of the goods or services themselves.

'Social value' means:

- Providing opportunities to diverse businesses, Indigenous businesses, and social enterprises to grow a more diverse, inclusive, and equitable Winnipeg economy
- Providing workforce development opportunities through jobs and training for equity groups and people who have been marginalized
- Supporting community development and poverty reduction initiatives that improve the health and well-being of all community members (as identified in the strategic plans and policies outlined in Section 1.1)

Jurisdictions that adopt social procurement practices may use other terms like social impact or community benefit agreements to describe social procurement. For City of Winnipeg, a community benefit agreement (CBA) is a specific social procurement mechanism used in large-scale infrastructure projects to ensure the project delivers social value to the local community. CBAs will be covered in more detail in Section 3 on procurement mechanisms.

Here are some examples that illustrate what achieving social value through procurement looks like in action:

1. A city purchases catering from an Indigenous or women-owned business or contracts renovations to a social enterprise that employs at-risk-youth.
2. A contractor hires people from equity groups to work on a city construction project or offers apprenticeship positions for the duration of the project.
3. A contractor subcontracts components of the work or service to a social enterprise or diverse business or creates a partnership with a First Nation to deliver a project.
4. A supplier installs benches in the public space surrounding a public washroom it's building to support the City's Poverty Reduction Strategy goal of "providing community supports for those in greatest need."

3. Social Procurement Vision, Goals & Objectives

The Social Procurement Framework is built around a long-term vision that describes the impacts of sustainable procurement; three goals that support the vision and set direction for the next 3 years; and nine objectives - three for each goal - that will guide action on each of the goals. Together, the vision, goals and objectives show where we want to go and how we're going to get there.

3.1 Winnipeg's Long-Term Vision for Sustainable Procurement

The overarching Sustainable Procurement Program vision guides the Social Procurement Framework as follows:

Our procurement practices fully consider the relevant social, economic, and environmental impacts related to the products and services we purchase and the suppliers who deliver them. Sustainable procurement helps deliver on City priorities and goals and tangibly improves the social, economic, environmental, and ethical performance of our procurements and our supply chain.

We have a diverse, inclusive, and fairly paid supplier base with progressive sustainability practices that create value for customers and the community. Winnipeg's procurement is a catalyst for social and environmental innovation in the marketplace leading to a low carbon, circular and inclusive economy that honours Reconciliation with Indigenous Peoples.

3.2 Winnipeg's Social Procurement Goals

Over the next three years, City of Winnipeg will concentrate on three social procurement goals to drive progress towards the long-term vision.

Goal 1: City contracts deliver defined and measurable positive social outcomes such as providing employment and skills development for equity groups.

Goal 2: The City increases spending with diverse businesses, Indigenous businesses, and social enterprises.

Goal 3: The City develops partnerships with suppliers, Indigenous stakeholders and Rightsholders, community, business, and industry groups to deliver, monitor and improve the social outcomes achieved through procurement activities.

3.3 Winnipeg's Social Procurement Objectives

There are three objectives for each goal, nine in total. These objectives are concrete, actionable and if successful, move the City towards the goals. They form the basis for developing a set of actions to implement the Framework; work to be identified in the Sustainable Procurement Action Plan.

G1. City contracts deliver defined and measurable positive social outcomes such as providing employment and skills development for equity groups.	*G2. The City increases spending with diverse businesses, Indigenous businesses, and social enterprises.*	*G3. The City develops partnerships with suppliers, Indigenous stakeholders and Rightsholders, community groups, business, and industry groups to deliver, monitor, and improve the social outcomes from procurement activities.*
OBJECTIVES		
O1 Capitalize on Social Value Opportunities Assess social value opportunities in the planning phase to determine the potential for social value outcomes, and the appropriate requirements for a particular procurement. **O2 Create a Social Value Menu** Develop a 'menu' of ways to add social value into contracts; use this menu to insert appropriate social value requirements into bids. **O3 Ensure Suppliers Deliver Social Value Promised** Write defined, measurable social value deliverables into contracts; hold suppliers accountable for social value deliverables through contract monitoring and reporting.	**O4 Make Procurement More Accessible** Educate diverse businesses, Indigenous businesses and social enterprises about the City's procurement processes, needs and timelines (including ample notice of bids) to increase their readiness to bid. **O5 Survey the Market** Identify the diverse businesses, Indigenous businesses and social enterprises in the current vendor base and broader community so they can be targeted for spending. **O6 Set aside Contracts** Identify contracts that can be set aside for social enterprises and Indigenous businesses to increase spending with these entities.	**07 Pilot with Existing Suppliers** Partner with existing suppliers to test a social value opportunity assessment tool, social value menu, and social procurement key performance indicators (KPIs). **08 Enable Indigenous Procurement Opportunities** Establish relationships with Indigenous governments, businesses, and related organizations to identify and enable Indigenous-related procurement opportunities. **09 Engage Community Intermediaries** Partner with community intermediaries including education and training providers to increase the supply of social value opportunities for suppliers (e.g., source workforce development participants)

4. What Mechanisms can Winnipeg Use to Deliver on its Social Procurement Goals?

The City of Winnipeg procures a wide range of goods and services using a variety of procurement methods depending on the type of product or service, value of the contract and the complexity of the purchase. The Social Procurement Framework will focus initially on five mechanisms to realize social value within the procurement process:

1. Target diverse businesses, Indigenous businesses and social enterprises for routine, low value purchases.
2. Include diverse businesses, Indigenous businesses, and social enterprise on bidders' lists and pre-qualified rosters
3. Set aside contracts for social enterprises and Indigenous businesses
4. Insert social value requirements into competitive solicitations
5. Require community benefit agreements in large-scale infrastructure projects

These mechanisms are drawn from the *Scan of Municipal Social Procurement Practices* conducted by the City in March 2021. They reflect best practices in the Canadian public sector and are being adopted by cities and universities of all sizes across Canada, and internationally in the US, Europe, and Australia. The Scan cites examples of institutions that have adopted one or more of these mechanisms to activate their social procurement pillar. The list is a great way for the City of Winnipeg to get started as there are others to learn from and emulate.

4.1 What do we mean by Targeting Diverse Businesses, Indigenous Businesses and Social Enterprises for Routine, Low-Value Purchases?

For routine, low value purchases employees are allowed to purchase directly from a business without soliciting quotes from other businesses (also referred to as single source). Materials Management can support buyers to choose diverse businesses, Indigenous businesses and/or social enterprises for these low-value purchases. This involves creating a list of qualified businesses for them to access and incorporating messaging into existing training or creating new training (e.g., P-Card training). The CCSP has a model P-Card training slide deck that could be used as the basis for this approach.

City of Winnipeg Examples:

- The Indigenous Relations Division (IRD) chooses Indigenous-owned businesses for catering, event space, promotional items, painting services, motivational speakers, and entertainment.
- When ordering catered lunches or food for public events, various City departments order from social enterprises and Indigenous businesses.

4.2 What do we mean by Including Diverse Businesses, Indigenous Businesses, and Social Enterprises on Bidders' Lists and Pre-qualified Rosters?

For procurements between $10,000 and $75,000, the City issues a Tender or a Request for Proposal (RFP). Materials Management can help buyers proactively include a diverse business or social enterprise on the bidders' list. Some jurisdictions have policies that require employees to invite diverse suppliers to bid. As with the first mechanism this would involve creating and maintaining a list of diverse businesses and social enterprises for employees to access.

For some services, the City issues a Request for Pre-qualifications to qualify a group of suppliers to perform work such as minor building repairs, HVAC, demolition, painting, etc. Contracts are issued by rotating through the roster and requesting quotes. Materials Management can encourage buyers to proactively include diverse and Indigenous businesses and social enterprise on these lists; providing they can meet qualifications and technical requirements.

City of Winnipeg Example:

- The City added BUILD Inc., a social enterprise specializing in routine renovations, to the City's pre-qualification list for Minor Building Repairs.

4.3 What do we mean by Setting aside Contracts for Social Enterprises and Indigenous Businesses?

Contracts can be set aside for direct purchase from a social enterprise or Indigenous business, or subject to a limited competition between a pool of candidates. Materials Management can work with community partners to identify goods and services that social enterprises and Indigenous businesses in the community can provide and work with client departments to design pilot projects to set aside contracts that meet the capacities of these businesses. To ensure value-for-money, buyers must still follow sound contract-management practices.

City of Winnipeg Example:

- Mattress and Box Spring Recycling Pilot Project with Mother Earth Recycling, a local, Indigenous owned social enterprise

4.4 What do we mean by Inserting Social Value Requirements into Competitive Solicitations?

The intent of this mechanism is to require suppliers to deliver social value as a condition of the contract. It involves assessing the social value opportunities of a particular procurement, developing social value requirements that fit the procurement, setting an evaluation weighting, and writing the deliverables into the contract so the supplier is held accountable for the social value they've offered to deliver.

Key issues the City will consider in pursuing this mechanism:

- Size of contract
- Procurement method - start with RFPs or Requests for Pre-qualifications where there is more flexibility
- Social value menu - insert requirements that fit size and scope of contract
- Evaluation weighting - consider assigning a weighting of 10 - 15% to start

City of Winnipeg Examples:

- In 2021, the City issued a tender for construction of a public bathroom that included a requirement that the contractor should have a minimum of ten percent (10%) of their labour force on the project made up of people from equity groups.
- In 2020, Materials Management and the Planning, Property & Development department issued an RFP incorporating a community/environmental benefits clause with an evaluation criteria weight of 20%. Unfortunately, because of COVID-19 and the timing the City received no bids.
- New construction must adhere to the City's Universal Design Policy. As a result, all playground RFP's include evaluation criteria for Design for Inclusive Play using Universal Design principles for Accessible Play Areas.

4.5 What do we mean by Requiring Community Benefit Agreements in Large-Scale Infrastructure Projects?

Municipalities are starting to incorporate social value into large-scale construction projects via community benefit agreements (CBAs). Projects tied to funding by other orders of government will often have a community employment benefit requirement. Community benefits are a set of activities or outcomes bidders are required to deliver as part of the contract. Bidders must submit a community benefit plan as part of their proposal, outlining what community benefits they will deliver and how. Community benefits are contractual and must be tracked and reported on.

This mechanism has been identified as a 2021-2023 priority action of Winnipeg's Draft Poverty Reduction Strategy:

> "Develop and implement a process to ensure that all large-scale City investments, purchases, and public works projects consider equity and community benefit contributions aimed at reducing poverty as part of their bid process, particularly for projects geographically located in areas of higher poverty. For major projects, request that bidders include programs/partnerships that support workforce development and hiring of people with barriers to employment as part of their submissions, and factor this into the selection process."

Key issues the City will consider in pursuing this mechanism:

- Size of the project - what should the threshold be for requiring a CBA?
- Duration, complexity, and labour needs of the project - e.g., multi-year; multi-trade

- Social value menu - what social value will the City require (e.g., hiring targets; apprenticeships; subcontracting opportunities for social enterprises, diverse businesses, and Indigenous businesses)
- Feasibility - ensuring that social value requirements are defined, measurable, attainable, and proportional.

City of Winnipeg Example:

- There are no examples where this mechanism has been applied, however the draft Poverty Reduction Strategy identifies two potential projects where CBAs could be considered: 1) widening of Kenaston Blvd; and 2) extension of municipal services to the former Kapyong Barracks. If not appropriate for a CBA, these projects could be considered for other social procurement mechanisms.

5. How will we Measure Progress and Report on Social Procurement Results?

Monitoring will be required to measure the effectiveness and impact of social procurement. Two areas of measurement are presented here and align with the Program's three goals:

- process indicators measure procurement program activities taking place
- outcome indicators measure impacts or benefits of the program. These are tracked at the contract level and then combined to provide program level data.

5.1 Performance Indicators for Tracking Social Procurement Progress

The table below identifies process- and outcome-focused performance indicators that, if tracked, will help the City to measure progress toward achieving each of the three social procurement goals.

For each goal, there is at least one Key Performance Indicator (KPI), which is presented in bolded lettering, and which most closely measures progress against the goal. In each case there are also several other supporting indicators, which will help the City to tell a more complete story, and ultimately demonstrate the positive social impacts of its purchasing activities.

These indicators are a starting point. For both types of measures, the City will need to consider whether sources of data and collection processes are realistically available; the time and effort required to gather the data; and how helpful the data is for demonstrating tangible outcomes and driving progress. Initially the City may choose a small number of indicators, refining and expanding as capacity and systems improve.

Social Procurement Goal	Process-Focused Indicators	Outcome-Focused Indicators
G1. City contracts deliver defined and measurable positive social outcomes such as providing employment and skills development for equity groups.	**1. #, dollar-value, and % of contracts with social value deliverables written into the contract** **2. The number and % of projects with Community Benefit Agreements** 3. % of procurements that underwent a social value opportunity assessment during the planning phase 4. #, dollar-value and % of contracts that included social value requirement in the specifications.	**A. % of total project hours worked by equity groups** B. Number of equity group representatives hired C. # of apprenticeship positions filled D. Dollar-value of work subcontracted to social enterprises, Indigenous businesses, and diverse businesses
G2. The City increases spending with diverse businesses, Indigenous businesses, and social enterprises.	**5. % of solicitations that included a diverse supplier or social enterprise on the bidders' list** 6. Number of diverse suppliers bidding on contracts	**E. # and dollar-value of contracts with social enterprises, diverse businesses, and Indigenous businesses.** F. **% of total spend with social enterprises, Indigenous businesses, and diverse businesses.**
G3: The City develops partnerships with suppliers, Indigenous stakeholders and Rightsholders, community, business, and industry groups to deliver, monitor and improve the social outcomes achieved through procurement activities.	7. Number, and type of partnerships 8. Number of new projects launched 9. Satisfaction rating of Community Partners 10. Satisfaction rating of Suppliers	

5.2 Setting Targets for Key Performance Indicators

The Social Procurement Framework does not include targets. Once the City has more experience with implementing social procurement and monitoring KPI's and can establish baseline levels of performance, the organization will engage internal and external partners to set targets for the most relevant performance indicators. For example, the City may wish to set a target to increase its spending with social enterprises and diverse businesses once the baseline performance is established.

6. Conclusions

The City of Winnipeg seeks to develop a high impact, high functioning Sustainable Procurement program that addresses the four pillars of sustainable procurement. Efforts to date have focussed on the environmental and ethical components. The Social Procurement Framework will enable the City to activate the social and Indigenous pillars; both critical Council and organizational priorities; and round out the Sustainable Procurement Program.

To be successful, social procurement requires the support, expertise, ingenuity and creativity of employees, suppliers, community groups, Indigenous stakeholders and rightsholders, industry associations, Chambers of Commerce, and supplier organizations. The intent of this Framework is to provide a shared understanding of where we are going, what we hope to achieve, and how we are going to get there. This common vision and road map will guide and focus our collective efforts to leverage the City's spending to create a more inclusive, equitable and welcoming Winnipeg for all residents.

7. Glossary of Terms / Definitions

"Best value" seeks to meet all requirements around cost, quality and trade agreements, while also seeking to advance positive sustainability impacts and reduce potential negative impacts or mitigate potential risks.

"CETA" is the Canada-European Union Comprehensive and Economic European Trade Agreement, a bilateral agreement between Canada and the EU. The agreement covers virtually all sectors and aspects of Canada-EU trade in order to eliminate or reduce barriers.

"CFTA" is the Canadian Free Trade Agreement, an agreement between federal, provincial and territorial governments whose objective is to reduce and eliminate barriers to the free movement of persons, goods, services, and investments within Canada and to establish an open efficient, and stable domestic market.

"Community Benefit Agreement" is a specific mechanism or contractual arrangement used in the procurement of large-scale infrastructure projects to ensure the project delivers social value to the local community.

"Community Development" is a broad term used to describe a wide range of community support, community engagement, educational initiatives and activities aimed at fostering healthy communities. Suppliers may be encouraged to: offer educational support such as curriculum development, develop public engagement initiatives, engage people in healthy interventions and fund community projects, all in support of a City's social procurement goals.

"Diverse supplier" is a business that is at least 51 per cent owned, managed, and controlled by an equity group.

"Equity groups" are groups that have historically been denied equal access to employment, education, and other opportunities and includes but is not limited to: racialized peoples, Indigenous peoples; newcomers (less than 5 years in Canada); persons with disabilities; women; veterans, and 2SLGBTQ+ (Two-spirit, Lesbian, Gay, Bisexual, Trans, Queer, plus) persons.

"Indigenous business" is a business that is 51 per cent owned, managed, and controlled by one or more Indigenous Persons of Canada (member of a First Nation, the Metis Nation, or Inuit communities).

"Indigenous Rightsholders" refers to the Métis Nation, First Nations, and Inuit Rightsholders. Rightsholders in this context refers to both Treaty and Aboriginal rights, which were given constitutional recognition in Section 35 (1) of The Constitution Act, 1982. Indigenous Rights include a range of cultural, social, political, and economic rights held by Indigenous Peoples, including the right to establish treaties; and include the right to land to practice the right to fish, to hunt, and to practice one's own culture.

"NWPTA" is the New West Partnership Trade Agreement, an accord between the Governments of British Columbia, Alberta, Saskatchewan, and Manitoba to remove barriers to the free movement of goods, services, investment, and people within and between the three provinces.

"Social Enterprise" refers to a business that seeks to achieve a defined social, cultural, or environmental goal and the majority of net profits are reinvested in the social, cultural, or environmental goal. It often involves a mandate to hire, train and provide wrap-around supports for people facing multiple barriers to employment.

"Social procurement" is the practice of leveraging procurement to generate added social value above and beyond the value of the goods or services themselves.

"Sustainable procurement" is the practice of embedding relevant sustainability considerations into the selection of goods and services, along with traditional factors such as price, quality, service, and other functional specifications. Sustainable procurement means getting best value for an organization over the total life of a good or service, while seeking opportunities that address environmental, ethical, social and Indigenous risks and opportunities.

"Training" includes programming that allows candidates to formally gain the skills required to compete for emerging job opportunities. This may include but is not limited to supporting the attainment of professional certifications or licensing for specific candidate groups (e.g., newcomer professionals, youth, etc.).

"Workforce Development" refers to providing employment, apprenticeships and training opportunities for people experiencing economic disadvantage, including those from equity groups. This includes recognized apprenticeship training programs that provide candidates with access to the skilled trades.