

| Municipality            | How initiatives got underway   | Process for developing initiatives   | Status, Objectives, and Outcomes   |
|-------------------------|--|--|--|
| <p><b>Vancouver</b></p> | <p>In July 2015, City Council approved a motion to start developing a Social Value Procurement Framework to support the Healthy City Strategy and Action Plan. In 2017, the City further affirmed their commitment to social and ethical procurement practices by becoming the largest municipality in Canada to be certified as a Living Wage Employer. The Social Value Procurement Framework was officially launched on June 1, 2019.</p> | <p>To begin implementing social procurement initiatives, the City plans to engage all suppliers in discussions about supplier diversity, employment equity and environmental sustainability practices and goals. From there, a procurement by procurement basis will be used to determine if vendors should be held to social or environmental criteria in contracts.</p>  | <p><b>Status:</b> Since June 1, 2019, The City has in place a Social Value Procurement Framework.</p> <p><b>Objectives:</b> The objectives of the Social Value Procurement Framework is to promote reconciliation and diversity within the City's community, diversify the City's supply chain, promote workforce diversity and expand economic opportunities and independence for marginalized groups.</p> <p><b>Outcomes:</b> The City uses the Total Cost of Ownership model to incorporate the social, environmental and economic costs and benefits of a service or good into vendor pricing, evaluation and selection processes. A voluntary questionnaire has also been distributed to social enterprises to get a better idea of the current social enterprise market.</p> |
| <p><b>Victoria</b></p>  | <p>This Task Force on Economic Development and Prosperity published an action plan in 2015, identifying entrepreneurship and social enterprises as key drivers for economic development. In response, the Social Enterprise and Social Procurement Task Force was created to identify recommendations to strengthen and support small businesses.</p>  | <p>The implementation process for many of the task force's recommendations involve a 5 year process. For the implementation of a Social Procurement Framework, the City first aims to engage vendors and industry associations about the direction of the policy in the first year of efforts. They also aim to review and revise the current procurement policy, and implement measurement systems of social value and community benefit. In the following years, they hope to create case studies of other municipalities' social procurement efforts to encourage and inspire the implementation of social procurement practices within their own municipality.</p> | <p><b>Status:</b> A task force is in place to begin driving City wide social procurement efforts.</p> <p><b>Objectives:</b> To address labor shortages by creating employment opportunities, especially for the underemployed, unemployed and historically marginalized groups.</p>  |

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| <p><b>Toronto</b></p> | <p>The City began its social procurement efforts by including social value criteria in contracts for the 2015 Pan Am Games. In 2013, the City adopted the Toronto Social Procurement Framework, which acted as a launching point for the implementation of a full policy. In 2015, the Toronto Poverty Reduction Strategy was adopted, which highlighted the importance of a social procurement policy in poverty reduction efforts. Finally, the City adopted the Social Procurement Program in May 2016.</p> | <p>When developing initiatives, the City underwent consultations with industry construction and trade groups, City divisions, public sector institutions, community partners and agencies engaged with social enterprises, non-profit organizations and non-profit diverse businesses. The feedback from the described consultations has been used to develop and define the key pillars of the Social Procurement Program.</p> | <p><b>Status:</b> The City currently has in place a Social Procurement Policy that applies to purchases over \$3000.</p> <p><b>Objectives:</b> The City aims to address economic disadvantages and barriers to employment opportunities for equity-seeking groups. They also aim to build a culture of sustainable procurement within the City, while maintaining consistency with other City of Toronto policies and applicable laws.</p> <p><b>Outcomes:</b> The City has several examples of successful social procurement projects. Examples include the Waterfront Toronto Employment Initiative, which connects residents to employment opportunities related to waterfront revitalization projects.</p> |
| <p><b>Halifax</b></p> | <p>In 2017, City Councillor Lindell Smith asked for the implementation of "a policy framework for the consideration of social economic benefit, employee compensation/living wage and environmental impacts in the procurement process". In July 2020, the social procurement framework was adopted into the City's procurement policy.</p>  | <p>Consultations were held with external stakeholders. Feedback and insights gathered from consultations were used in the drafting of the framework.</p>  | <p><b>Status:</b> The City incorporated their social procurement framework directly into their procurement policy in July 2020.</p> <p><b>Objectives:</b> Through the framework, the City aims to enhance community health by prioritizing reconciliation, increase economic opportunities for diverse and social value businesses, diversify the City's supply chain and increase employment and training opportunities for equity-seeking groups.</p>  |

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| <p><b>Calgary</b></p>  | <p>In 2008, the City adopted the Sustainable Environmental and Ethical Procurement Policy, marking early commitments to using procurement as a driver for building healthy and sustainable communities. The City continued to show their commitment to social procurement through the adoption of other policies, such as the imagineCALGARY plan and the 2020 Sustainability Direction. In 2021, the City implemented a multi-stakeholder advisory task force to implement a policy that is inclusive of benefit driven procurement by the end of 2021.</p> | <p>The City has piloted several benefit driven procurement initiatives (conducted between May 2020 and February 2021) as a preliminary step to building the policy. Since then, the City has been in consultation with internal and external groups to gather feedback and identify areas for improvement.</p> | <p><b>Status:</b> The City currently has a multi-stakeholder task force in place to implement a benefit driven procurement policy by the end of 2021.</p> <p><b>Objectives:</b> Generally, the City aims to provide opportunities for local, small and medium sized enterprises to increase the resilience and strength of the local City economy. The City also aims to provide increased apprenticeship and employment opportunities for marginalized groups.</p> <p>The current main objective of the task force is to implement a benefit driven procurement inclusive policy by the end of 2021.</p> |
| <p><b>Edmonton</b></p> | <p>The City began piloting several social procurement initiatives in the first half of the year in 2019. By the end of 2019, the City had adopted the Sustainable Procurement Policy.</p>  |  | <p><b>Status:</b> The City implemented the Sustainable Procurement Policy in December 2019.</p> <p><b>Objectives:</b> In general, the City is using their Sustainable Procurement Policy as part of their poverty reduction strategy. The key social value pillars in the policy focus on delivering community and social value through employment, skills training, social value supply chain and community development.</p>   |

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| <b>Winnipeg</b> | <p>In 2020, the City received support from Council to research the current social and sustainable procurement practices the City is undertaking and to identify opportunities and best practices for implementing social procurement practices into procurement processes.</p>  | <p>As part of the process for developing social procurement initiatives, the City is currently engaging with social enterprises and industry groups to determine best practices. A cost analysis of tendering under a social procurement policy will also be conducted.</p> | <p><b>Status:</b> The City has begun efforts in identifying social procurement practices that are appropriate for City tenders, while maintaining consistency with other municipalities' plans and practices.</p> <p><b>Objectives:</b> Bring community benefits through procurement, and to achieve sustainability through environmental, social, Indigenous, and ethical considerations during procurement decision-making processes.</p> <p>The City also aims to create a social procurement policy if found appropriate.</p>                          |
| <b>Montreal</b> | <p>The City of Montreal has participated in the ICLEI network since 1993. In 2009, the City adopted a Sustainable Development Policy for buildings. They also developed the Economic Development Action Plan, which highlights actions the City plans to undertake to promote sustainable development. Finally, the Politique d'approvisionnement responsable et equitable de la Ville de Montreal was adopted on May 16, 2019. To complement its existing policies, the City put in place a Sustainability Plan from 2016 to 2020, which listed 20 actions partner organizations plan to take to reach the City's sustainability goals, and 20 actions the City will directly undertake to meet targets.</p> | <p>In the development of its 2016-2020 Sustainability Plan, the City engaged with 230 partner organizations between 2015 and 2016. The City also conducted research to ensure plans are aligned with other City strategies and policies.</p>                                | <p><b>Status:</b> The City adopted the Politique d'approvisionnement responsable et equitable de la Ville de Montreal in 2019.</p> <p><b>Objectives:</b> To obtain the best value possible from taxpayers' money by making social, economic and environmental considerations in the procurement process. Specific social value objectives described in their 2016-2020 Sustainability Plan include increasing employment opportunities for youth, protecting the homeless and mobilizing and engaging social enterprises into the City's supply chain.</p> |

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| <b>Yellowknife</b>   | Information not available.   | Information not available.         | <p><b>Status:</b> The City adopted the Local Procurement Policy on February 12, 2018.</p> <p><b>Objectives:</b> To highlight the importance of supporting local businesses and to generate community benefits by supporting the local economy. To do this, the City targets to spend at least 85% of total annual expenditures at local Yellowknife businesses. They also aim to engage local businesses early in the procurement process to ensure they are aware and updated of opportunities to do business with the City.</p> |
| <b>Kelowna</b>       | Information not available.   | Information not available.         | Information not available.  |
| <b>Regina</b>        | Information not available.   | Information not available.         | Information not available.  |
| <b>Charlottetown</b> | Information not available.   | Information not available.         | <p><b>Status:</b> The City does not have a social or sustainable procurement policy in place. However, steps have been to procure more sustainably, as the City joined the Canadian Collaboration for Sustainable Procurement in 2020.</p> <p><b>Objectives:</b> To achieve sustainability goals described in the 2017 Integrated Community Sustainability Plan through social procurement.</p>   |

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| <p><b>Mississauga</b></p> | <p>The City previously implemented several sustainability considerations in their procurement processes, notably through their LED street lighting programs. However, the lack of structure in these ad hoc practices reduced their impact and effectiveness. As a result, the City formalized its practices through the creation of the Sustainable Procurement Policy in January 2018.</p> | <p>In the development of the policy, the City held consultations with the Cities of Calgary, Edmonton, Toronto, Vancouver, and Brighton and Hove City Council to understand their lessons learnt in developing their social/sustainable procurement programs. The City also held consultations with internal and external stakeholders to better understand the opportunities and challenges associated with sustainable procurement. Looking forward, the Sustainable Procurement Policy will be updated at minimum every 5 years based on the City's progress.</p> | <p><b>Status:</b> The City's Sustainable Procurement Policy went into effect in January 2018.</p> <p><b>Objectives:</b> Through this policy, the City aims to meet environmental targets related to GHG emission reduction, energy efficiency and pollution reduction. Goals also include providing increased skills development and employment opportunities for youth-at-risk, new immigrants and other groups facing barriers to employment.</p> |
| <p><b>Whitehorse</b></p>  | <p>The City amended their pre-existing procurement policy in 2020 to include sustainable procurement considerations.</p>   | <p>Information not available.</p>  | <p><b>Status:</b> The City amended their pre-existing procurement policy in 2020 to include sustainable procurement considerations.</p> <p><b>Objectives:</b> To align the City's procurements with its sustainability plans and practices. Another focus is to solidify a corporate culture within the City that prioritizes economic, environmental and social sustainability.</p>  |

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| <p><b>Saskatoon</b></p> | <p>The City conducted a procurement review in 2018 to gather stakeholder insight and feedback about the current system. With this update, the City amended their pre-existing Purchasing Policy in 2018 to include sustainable procurement considerations.</p> | <p>The update of the City's Purchasing Policy spanned over a 12 month period. After drafting new clauses and protocols, feedback from stakeholder consultations (ex. Indigenous business leaders) was collected. After the policy was approved by Council, staff underwent training and education about social, sustainable and Indigenous procurement.</p> | <p><b>Status:</b> The City amended their pre-existing procurement policy in 2018 to include sustainable procurement considerations.</p> <p><b>Objectives:</b> To meet the City's environmental sustainability goals and initiatives, increase the strength and diversity of the local economy and provide increased opportunities for historically marginalized groups (specifically Indigenous populations).</p> <p><b>Outcomes:</b> The City included Indigenous procurement evaluation criteria in several RFPs in 2019 and developed a "triple bottom line" tool to assist departments with integrating sustainability into their project planning processes.</p> |