

Launching Social Procurement in Victoria

Royal Roads University - Sustainable Community Development Certificate



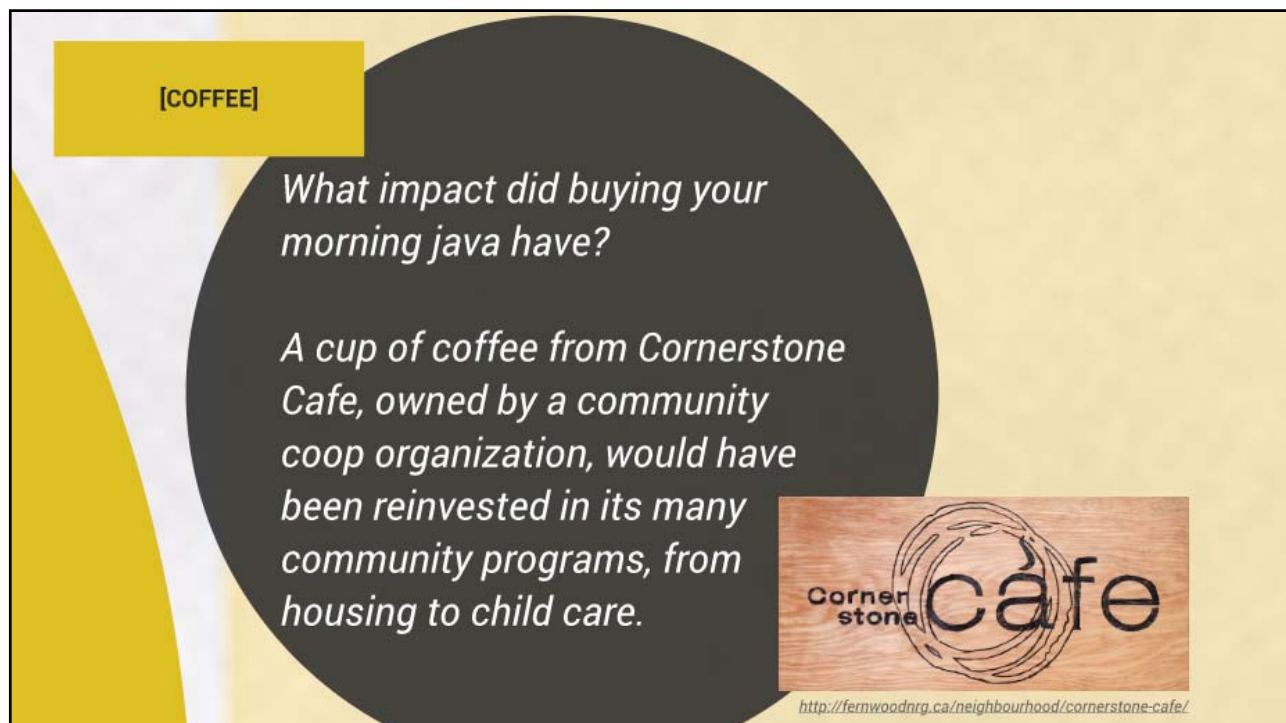
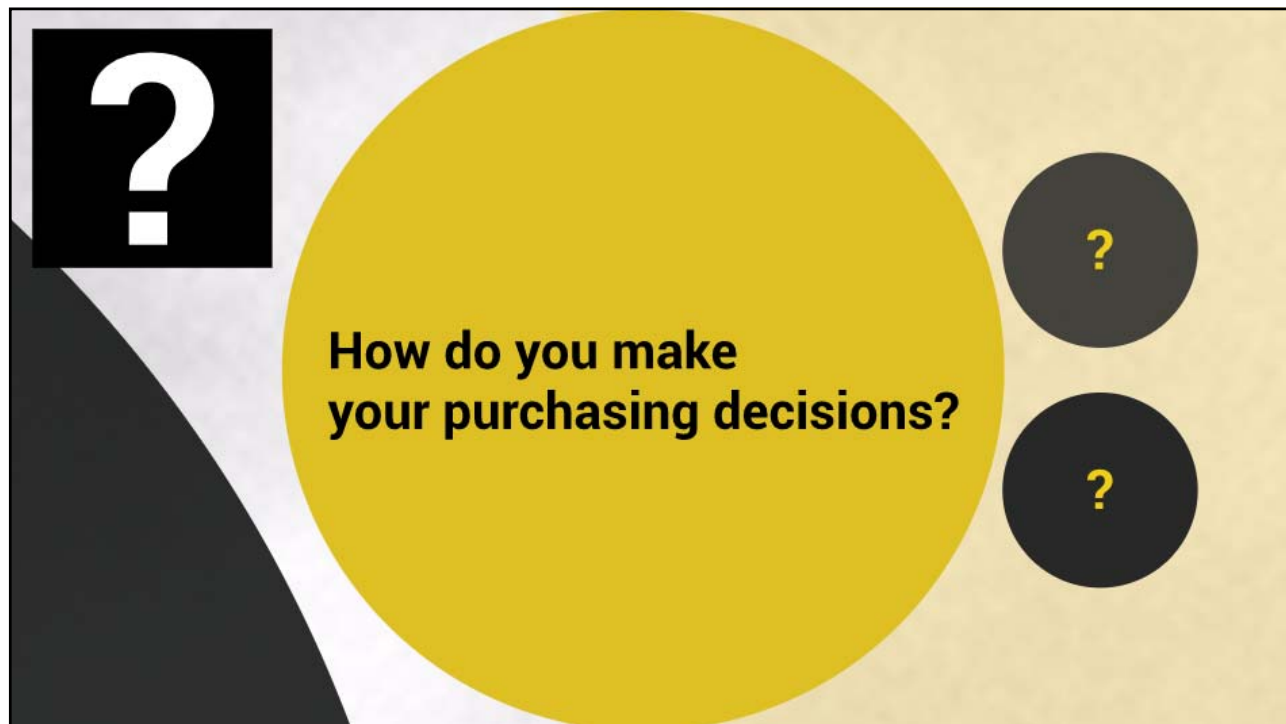
Purchasing Power

The diagram features a large black circle on the left containing the text "Purchasing Power". To the right of this circle are three yellow circles stacked vertically, each containing a label: "PERSONAL", "COMMUNITY", and "EXAMPLE". The background of the slide is a grayscale image of a modern building interior with a curved walkway.

PERSONAL

COMMUNITY

EXAMPLE



[WORKERS]

*Perhaps you have a need for
a temporary worker?
EMBERS can help!*

 **embers**
<http://www.embersvancouver.com/>

 **COMMUNITY**

*What does socially
conscious spending look
like at the community
level?*

?

?

Spending

Communities spend large sums of money on the purchase of goods and services like the construction of roads and playgrounds, and the maintenance of public buildings, sewage and water infrastructure.

SOCIAL PROCUREMENT *is the process of deriving additional community benefits from these expenditures.*



SOCIAL PROCUREMENT

The primary objectives:

- *social and economic development*
- *an increase in supply chain diversity*
- *improve small business access*
- *contribute to building the social enterprise capacity in the region*
- *leverage taxpayer funded contracts to achieve community benefits*



(Regional Municipality of Wood Buffalo, 2016)



**SOCIAL PROCUREMENT
PROJECTS: EXAMPLE**

Village of Cumberland

On the \$3M Dunsmuir Avenue Project, bidding contractors met and, in most cases, exceeded requirements. The winning bidder provided the following social benefits:

- *provided on-the-job training*
- *employed qualified local residents*
- *paid a living wage*
- *provided support to a local non-profit community organization*

(Hachigian, 2017; Mason, 2017)

[CONSTRUCTION]



**CITY OF
VICTORIA**

Possibilities

**Current
state**

What impact could the \$40-60 million dollars that the City of Victoria spends each year have on the community, if social procurement guided purchasing and supply chain management?

(The Mayor's Task Force on Social Enterprise and Social Procurement, 2017)

So far, the city...


- *has developed a task force and action plan with three recommendations*
 - 1-Social Procurement*
 - 2-Social Enterprise Development*
 - 3-Leading Economic Change*
- *is developing a framework for adding social benefits to their purchasing & procurement*



Image: City of Victoria

That's where we come in!

Research Conducted



Angus Argyle | David Geronazzo | Jennifer Neufeld | Lindsay Meissner

That's where we come in!

Our task in this project was to:

- Provide background information on social procurement
- Review the implementation of social procurement development in other municipalities
- Give recommendations for an action plan

Research Conducted

- *Interviews with city representatives and social procurement experts*
- *Online collaborative session with participants from municipalities across Canada, industry experts, and academics*
- *Online research*
- *Literature review*





Implement a Change Leadership Strategy

- **Enable top-level leadership to empower staff** (Wayne Chu, 2017)
 - Both on Council and in Administration
- **Identify and develop champions in each department** (Vancouver city staff, 2017)
 - Rally and train these change makers
- **Seek external support** (Michelle Mason, 2017)
 - Community members, socially motivated organizations
- **Shift the culture** (David LePage, 2017)
 - Inspire and share stories of success with new ways of doing business

Hire a Social Procurement Coordinator to:

- ***Liaise between city departments and external stakeholders*** (Toronto city staff, 2017)
- ***Develop an education program to help the city buyers*** (Wayne Chu, City of Toronto, 2017)
- ***Identify opportunities for social procurement by facilitating communication among city departments and with vendors before projects are posted as RFPs*** (David LePage, 2017)
- ***Start with low-hanging fruit, saving tenders as the last stage of applying community benefits to procurement practices*** (Sandra Hamilton, 2017)
- ***Build capacity and partnerships*** (Dragicevic & Ditta, 2016)

Develop a Social Procurement Program

(Social Development et al., 2016)

- ***Policy Development***
 - *Add social criteria to existing policies, bylaws and best practices*
- ***Pilot Projects***
 - *Start with small purchases and contracts*
 - *Create a buzz that doing business with the city is GOOD for business AND the community*
- ***Impact Measurement***
 - *Require social benefit reporting from contractors*
 - *Track the social benefit outcomes with the dollars spent on procurement*
- ***Partner with Intermediary Organizations***
 - *Access tools and resources through organizations like BuySocial Canada*

Nurture the Ecosystem

Create demand with an ecosystem-based approach

- Social procurement policy creates new opportunities
- Give social enterprises time to scale up or partner with larger suppliers (David LePage, 2017)

Use storytelling to market successes (Dr. Hilary Leighton, 2017)

- Host education sessions and events
- Coordinate with organizations such as OurPlace

Build relationships with potential intermediaries (Vancouver city staff, 2017; Wayne Chu, 2017; Dragicevic and Ditta, 2017)

- Build relationships with regional neighbours (Sandra Hamilton, 2017)
- Partner with agencies, post-secondary institutions, and companies
- Participate in other hubs like Vancouver Island Social Innovation Zone

***Thank you! For
more information,
please read our
full report.***

References

References

Music: <https://www.bensound.com>

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**What impact will
the City of
Victoria make?**