

## Procurement:

*The way an organisation lives and breathes it's values*

## Social Procurement Update

# Sandra Hamilton EMBA

Project Lead

Vancouver Island Community Benefit Infrastructure Pilot

8<sup>th</sup> June 2017 - City of Victoria – Committee of the Whole



Sandra Hamilton  
Advisor & Canada's First Social MBA  
[SandraHamilton.ca](http://SandraHamilton.ca)

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# Political Shocks have ignited international conversations about inequality



Brexit



USA Election

The face of Public Sector Procurement is changing dramatically


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A photograph of a group of people in formal attire, including suits and dresses, clapping in a hall. The scene is captured from a slightly elevated angle, showing the upper bodies of the individuals. The background is slightly blurred, focusing attention on the people in the foreground.

“Extremism grows  
alongside inequality”

Malala




**Parker Johnston**  
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NEWS

**ROUGHRIDERS HERE WE COME**  
Posted by parker in Commercial Roofing, Company News. No Comments



We are proud to announce that Parker Johnston has been awarded the roofing and composite metal panels contract on the Mosaic Stadium in Regina!

CATEGORIES

- Commercial Roofing
- Community
- Company News
- Residential Roofing

ARCHIVES

- August 2015
- May 2014
- April 2014
- March 2014
- January 2014
- December 2013
- November 2013
- October 2013
- June 2013

Victoria, BC: Roofing company steps up with training and jobs for 8 Syrian refugees

# WTO Symposium

## Sustainable Government Procurement

Geneva – February 22<sup>nd</sup> 2017



**Sandra Hamilton:** The importance of People in a  
People, Planet, Profit approach to Sustainable Public Procurement



Global Affairs  
Canada

**Canadian Nominee**  
Sandra Hamilton Social MBA  
Social Procurement Advisor



# Trudeau & Other World Leaders are calling for “Wider Social Benefits from Economy”

March 2<sup>nd</sup> 2017:

Mayor Helps  
says she spoke  
about many  
things with the  
Prime Minister;



“Belleville terminal, Crystal Pool, fire hall,  
**COMMUNITY BENEFIT PROCUREMENT**  
the opioid crisis, oil tankers,”





March 23<sup>rd</sup>, 2017

# City of Victoria Council approved 5 year Action Plan

The screenshot shows the City of Victoria website interface. The background is a large image of the City Hall clock tower. The navigation bar at the top includes links to Home, City Hall, Mayor, Council & Committees, Task Forces, and Social Enterprise and Social Procurement. The main content area is titled "Social Enterprise and Social Procurement Task Force" and features a sub-header "Good Jobs + Good Business = Better Community, Action Plan". The text below explains that the Mayor's Task Force on Social Enterprise and Social Procurement has developed the "Good Jobs + Good Business = Better Community" Action Plan (PDF - 721 KB). It states that the actions in the five-year plan are meant to help people who are out of the workforce get to work, and to grow a strong, inclusive economy at the same time. The plan identifies three sets of recommendations that will strengthen the City's procurement practices to maximize community benefit as

**City Hall**

**Mayor, Council & Committees**

- Mayor Lisa Helps
- Councillors
- Contact Mayor & Council
- Council & Committee Meetings
- Council Highlights
- Council Webcasting
- Other Boards & Committees

**Contact Info**

**Mayor's Office**  
250.361.0200

**Related Links**

- Greater Victoria Coalition to End Homelessness

**Good Jobs + Good Business = Better Community**

How can we better look after one another?

Build Community - One Contract at a Time



# What is Social Public Procurement?

Social Procurement leverages existing public sector spend to align & support key public policy goals:-

- More strategic than the current approach
- Requires a shift in procurement culture
- No legislative changes are required
- Can be achieved in a trade agreement compliant manner





# 5 Year Action Plan - Item 1.6

## Community Benefit Infrastructure Pilot

Project Lead Sandra Hamilton - Collaborators are:



**Vancouver Island  
Construction Association**



Industry Supported, Standardized Approach to  
Social Value Infrastructure Contracts



# Canada's First, CETA Compliant, Regional **Community Benefit Infrastructure Process**

Project lead: Sandra Hamilton



**Vancouver Island  
Construction Association**  
Your Blueprint for Success...



**CONSTRUCTION  
FOUNDATION OF BC**

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[News](#)



Knowledge →



Growth →



Values →

*-let's make sure this is a fair & transparent process,  
that does not look different in every municipality*



# Community Benefit Infrastructure Pilot

## Social Value Focus

- ▶ **Workforce Development**  
Strengthen the pathways  
from income assistance to a career in construction
- ▶ **Skills Development**  
Recognising & rewarding a culture of apprenticeship





# Community Benefit Infrastructure Pilot

Project lead: Sandra Hamilton



**Vancouver Island  
Construction Association**

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## What have we learned?



# The Shrinking Workforce

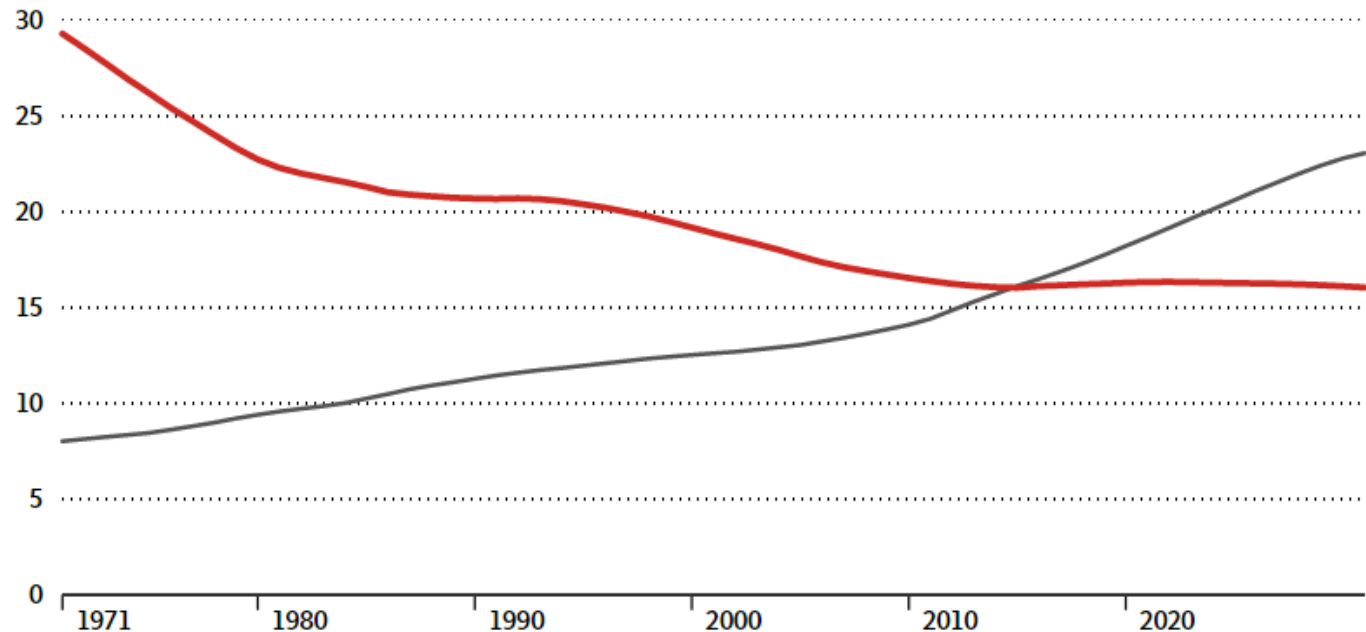
Today: 7 workers for every 10 Retirees

20 Years: 2 workers for every 10 Retirees

## Share of Canada's population

● 0 to 14 ● 65 and up

35% As of July 1



THE GLOBE AND MAIL » SOURCE: STATSCAN / NOTE: ACTUAL TO 2015, THEN MEDIUM-GROWTH SCENARIO (M1) UNTIL 2031



# On Vancouver Island

## People without Jobs & Jobs without People

- ▶ 13% - Youth Unemployment  
1 in 8 people under 25 are unemployed

Obama USA: \$1.6 Trillion = estimated lifetime cost to taxpayers of  
of 6.7 million youth 16-24 who were neither in school, nor in work

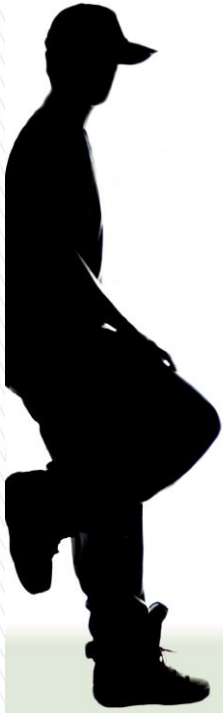
- ▶ 20% - Estimated number when you include discouraged  
workers who have given up looking
- ▶ Labour Shortage in Victoria
- ▶ Construction Industry needs 15,000 skilled workers by 2025  
to replace retiring baby boomers

Systems need to change





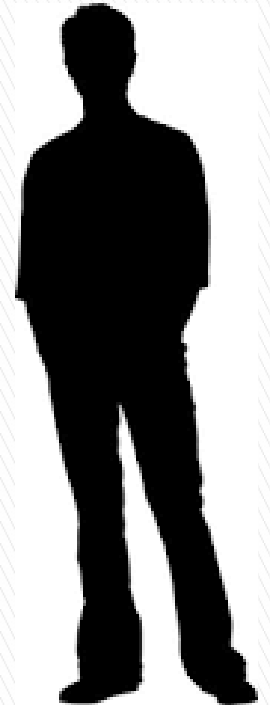
# College Students unable to secure apprenticeships



- ▶ VIU
- ▶ Foundations in Road Building
- ▶ Under Employed
- ▶ Unable to secure a HEO apprenticeship on Vancouver Island
- ▶ Still seeking an Island opportunity

Rob – Age 20  
Future Road Builder

- ▶ Camosun College
- ▶ Foundations in Carpentry
- ▶ Hired as a labourer in Victoria
- ▶ Unable to secure an apprenticeship on Vancouver Island
- ▶ Moved to Vancouver in Jan 2017



John - Age 21  
Future Building Inspector



# Need to Build a More Diverse & Inclusive Workforce

- ▶ Women – 4% on Tools
- ▶ Schedule Flexibility  
Single parents  
can work 9am to 5pm,  
but not 7am to 3pm
- ▶ First Nations
- ▶ Immigrants
- ▶ Red Seal Carpenter with a  
criminal record



Working to overcome these barriers  
- creating new pathways to  
careers in construction

Equality

Opportunity

# What have we heard?

## From Industry during the Pilot



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# Construction is Hazardous & not suited to everyone

- ▶ Individuals with complex needs & multiple barriers are a better match with Parks & Rec etc
- ▶ Hot market - hard workers with a good work ethic, will find work
- ▶ Social Procurement can strengthen linkages with existing programs
- ▶ 85% Contractors are SME's employing less than 10 people
- ▶ **Viable Opportunity to create a Construction Social Enterprise in the Victoria marketplace**
- ▶ Vertical builds are labour intensive & offer a variety of apprenticeship training opportunities
- ▶ Horizontal infrastructure is more mechanical, less labour; offers a no-more-school, on-the-job training

Safety First

Open, Honest Procurement



# Creating a Construction Social Enterprise in Victoria Marketplace

## PARQ CBA Highlights

- ✓ Vancouver's most robust CBA
- ✓ "Responsible Gaming Agreement"
- ✓ 10% "Inner-City Local Employment & Procurement" for construction **and** on-going operations
- ✓ Directing best efforts to highest needs neighbourhoods
- ✓ "Monitoring": PARQ funds neutral third party with City agreement
- ✓ PARQ funds dedicated PARQ staff
- ✓ Prior-to DP conditions, BP & OP holds



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2012 Sales \$ 550,000  
2017 Sales \$ 7, 200,000



  
**embers**  
staffing solutions

# What have we heard?

## Community Groups & Employment Agencies



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## Community Groups

# Mental Health is a Growing Concern

- ▶ People need more flexible & adaptive workplaces
- ▶ Short days  
Construction not a good match
- ▶ Short weeks  
Construction Social Enterprise needed
- ▶ More Supportive employment models needed; both transitionary and permanently
- ▶ More Customized employment
- ▶ Parks & Rec is likely a better fit than construction for

More Supportive &  
Healthy Workplaces

More Collaboration &  
Joined up Thinking



# Social Procurement strengthens Workforce Development Pathways

- ▶ Civil – Horizontal
- ▶ HVAC Mechanical
- ▶ General Contracting
- ▶ STEP Program
- ▶ BladeRunner
- ▶ Youth Constructing a Future
- ▶ Income Assistance
- ▶ EI Re-Training Programs

Joined Up Thinking

More Sector Collaboration



# What will happen next?

## Community Benefit Infrastructure Tender Process:

- ▶ **Working to Finalize the Social Value Criteria**  
Focus: Apprenticeships, STEP & Blade Runners programs
- ▶ **Pilot Final Report**
- ▶ **Education Only First -Seek Feedback from the Marketplace**
- ▶ **Fall 2017: Issue a Community Benefit Infrastructure Tender**
- ▶ **Fall 2017: Develop the Social Procurement Framework**



# Sandra Hamilton

## Canada's First Social MBA

EMBA – Social Enterprise Leadership  
Social Procurement Advisor

[SandraHamilton.ca](http://SandraHamilton.ca)

