

# COASTAL COMMUNITIES

## Social Procurement

### INITIATIVE

## Procurement for Community Wellbeing

### Why is Social Procurement Important?

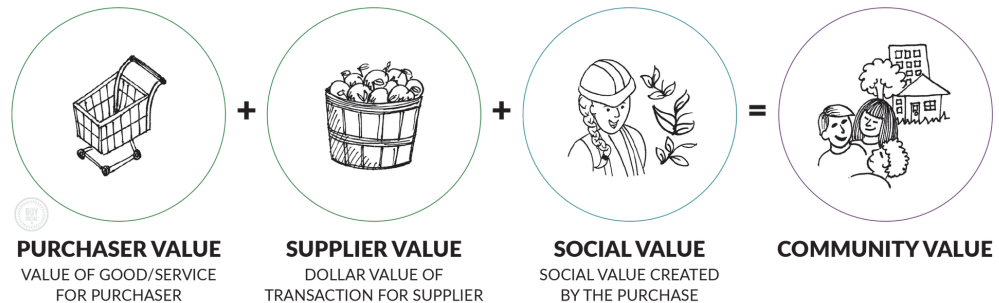
Communities today are facing complex social, economic and environmental challenges.

Local governments and other large purchasers spend billions of dollars each year on goods, services and infrastructure projects. When procurement focuses on 'best value for money' beyond just a financial transaction it becomes a tool for building healthy communities.

Social procurement practices create pathways to stronger local economies and unlock additional community benefits that can help meet the social goals of local governments.

In just two years CCSPI has helped local governments on Vancouver Island and in the Coastal Communities realize over \$25 million in procurement spend with added social value. That means significant community benefits are being generated from existing procurement dollars at a time when local economies need it most. By integrating social procurement practices into their purchasing CCSPI members are unlocking the doors to stronger local economies, increased local employment and training and multiple additional community benefits.

### What is Social Procurement?



Social procurement means leveraging a social value from existing purchasing. It is an additional way that local governments can direct resources towards community benefit to support and strengthen local economies.

## Impact at a Glance

22

Local  
Governments &  
Organizations

200+

Individual  
Members

\$25<sub>m</sub>+

Social  
Procurement  
Spend

30+

Pilot Projects  
Undertaken



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# What is the Coastal Communities Social Procurement Initiative (CCSPI)?

The CCSPI program is a low cost, high value resource that provides local governments and institutional purchasers with the training, support and expertise to integrate social procurement practices and add social value to their existing purchasing. For an annual membership fee, participating members get access to a full suite of professional development and training, expert consultation support, resources & templates, case studies, impact measurement tools and more.



## Impact measurement

CCSPI has partnered with Royal Roads University to develop a robust impact measurement framework that takes a region-wide approach to measuring the impact of social procurement across the region.

## Supplier engagement

CCSPI is working directly with local suppliers, vendors and economic development organizations in member communities to ensure that they have the resources, training and support necessary to respond to and deliver successfully on government procurement opportunities.

## COVID-19 Recovery

Social procurement is a solution that can help ensure the dollars spent by local governments are aligned with their local community and economic needs during COVID-19 recovery.

## Social Procurement in Action: Local Stories

**Local Stories: Procurement for Community Well Being**  
Coordinator: Janine Hamilton, CPSP, CPFR, Buyer, City of Victoria

**Comox Valley Regional District: Keeping It Simple**

"Keep the procurement as simple as possible while striking a balance between achieving your organizational goals with what the marketplace has the capacity to offer." - Scott Macmillan

Location: Comox Valley Regional District  
Population: 66,527

Water Treatment Project  
Value: \$125m

The Comox Valley Regional District is a federation of three electoral areas and three municipalities. The region has a population of 66,527. In early 2018, the Regional District Board approved an updated procurement policy which included a section dedicated to social and sustainable procurement. The policy update aims to support the Regional District's social goals and objectives. Social procurement has the potential to generate community benefits and the Regional District is leading the way by incorporating social value criteria into a number of projects.

Water Treatment Project

The Regional District identified the need for a new water treatment system for the Comox Valley. The project has a budget of \$125m and is being delivered with the design-build project model. The project requires the design and construction of a deep-water lake intake, a pump station, a treatment plant and 3.5km of pipeline infrastructure. The Regional District was able to obtain funding from a federal grant that included Infrastructure Canada Community Employment Benefits Program.

The project provided a great opportunity to incorporate social procurement concepts that included maximizing employment, skills training and apprenticeship opportunities for local disadvantaged, equity seeking and marginalized individuals.

**Local Stories: Procurement for Community Well Being**  
Coordinator: Leah Hamilton, CPSP, CPFR, Buyer, City of Victoria

**City of Victoria: Small Spends for Community Benefit**

"At the City, we are trying to achieve social conditions that impact our community, homelessness, housing, employment, age cost of living. We use social procurement as a way to help the community thrive." - Leah Hamilton

Location: Victoria  
Population: 92,000

P-Card: \$3.9M spend

The City of Victoria is a mid-sized city at the bottom tip of Vancouver Island, although the Greater Victoria region is 170,000 population. The City is one municipality among 14 and is home to 10,000 residents. Victoria has a vibrant local economy, established by key institutions: BC Government, Port Authority, Harbour Authority, Hospitals and other public institutions. Social procurement has the potential to generate significant community benefits and the City is leading the way.

Aligning P-Card Spend to City Priorities

In 2017, the City of Victoria's Social Procurement and Social Investment team identified social procurement as a key strategy and outcome. There were 100,000 P-Cards issued in 2017. The team identified key areas for social procurement: local businesses, local products and services, local employment, local training and apprenticeship, local disadvantaged, equity seeking and marginalized individuals. In 2018, the City spent approximately \$3.9M through P-Cards on local products and services. There are 100,000 P-Cards issued each year and the team is working to ensure that the P-Card spend is aligned with the City's social goals.

**Local Stories: Procurement for Community Well Being**  
Coordinator: Leah Hamilton, CPSP, CPFR, Buyer, City of Victoria

**District of Tofino: Unbundling for Local Benefit**

"We are using the term 'social procurement' and focused on economic, environmental, social benefits. This is becoming more understood, both through internal awareness within the District and by vendors, who are also understanding that we are wanting to achieve something other beyond just the provision of goods and services." - April Freeman

Location: Tofino  
Population: 2,000

Project: Soft Landscaping Tender  
Value: \$1.4 Million

Tofino is located at the tip of a peninsula, hanging off the edge of the West Coast of Vancouver Island. It is a small community of 2,000 residents and hosts thousands of tourists annually. Tofino is one of the top destinations in BC, and is known for its beaches, forests and wild beauty.

Soft Landscaping Tender

In 2014, social procurement was not really on Tofino's radar. However, staff and council became motivated to explore procurement as a tool for building healthy communities because Tofino is an isolated community with many resources, trades and products coming from outside the region. In addition, local businesses have a limited market for their products and services. The result is that they are more costly, there is a higher cost of living, and the cost of getting products to outside markets is significant. The District began to consider how to be more strategic with procurement by using "local" to provide services and advance community, social and economic goals at the same time.

The Soft Landscaping Tender discussed here had its roots in a previous project. The District had completed Phase 1 of a downtown strategic revitalization. This was one of the largest value projects ever completed by the District. The project was a whole lot more complex for local contractors and was anticipated to be delivered solely by an outside contractor. The initial project was valued at \$3M, and a lot of the resources came from outside the community, including those such as trucking, landscaping, and maintenance such as garden watering. The District considered that some of those services could be provided locally and possibly even at a lower cost.

**Local Stories: Procurement for Community Well Being**  
Coordinator: Leah Hamilton, CPSP, CPFR, Buyer, City of Victoria

**Port Hardy: Test-Driving Our Community Values**

"At the beginning, we thought social procurement was about 'what are you going to give us?' that they would leave it to a clerk or something, but it's not about that, it's about being inclusive, about the environment, and about the community, workforce and local economy." - Allison McCreik

Location: Port Hardy  
Population: 4,100

Recreation Centre Revitalization Project

Port Hardy is a small community at the tip of Vancouver Island. The local government is both a provider of services to the community as well as a supplier of local economy and business. Whenever possible, the District is looking at how to include local businesses in their procurement, and to ask capable suppliers and vendors, "What can you bring to our local community that adds something extra to the people that will be using the services that we pay you to provide?"

Recreation Centre Revitalization Project

Port Hardy's recreation center is the beating heart of the community, providing health and wellness services and a place for people to gather. It is beginning to show its age and recently, the District replaced the center for the arena. In doing this work, the District identified that additional work was needed on the refrigeration system, a new roof was in order, and other work required inside the arena.

These renovations also provided an opportunity to meet emerging community and environmental needs.

The accessibility of the arena had long been an issue for residents to navigate. Residents with access could have been accessing the arena through a back door, an access point that ingests upon flying and noisy vehicles.

In updating the heating and cooling systems, heat reclamation options could help the complex become more energy efficient.

**Local Stories: Procurement for Community Well Being**  
Coordinator: Leah Hamilton, CPSP, CPFR, Buyer, City of Victoria

**Victoria: Those Five Points Matter**

"Vendors are doing this, but don't realize they are doing this so don't integrate into their bids." - Leah Hamilton

Location: Victoria  
Population: 92,000

Public Waste Bins RFP

The City of Victoria is a mid-sized city at the bottom tip of Vancouver Island. Although the Greater Victoria region has a population of 370,000, the City is one municipality among 14 and is home to 10,000 residents. Victoria has a vibrant local economy, anchored by key institutions: BC Government, Port Authority, Harbour Authority, Hospitals and other public institutions. Social procurement has the potential to generate significant community benefits and the City is leading the way.

Public Waste Bins RFP

The City of Victoria has been a leader in the Coastal Communities Social Procurement Initiative (CCSPI). After assessing their spending and how to maximize social spend for community benefit, Victoria piloted social procurement with a Request for Proposal for public waste bins.

Victoria's sustainability group had been working with vendors delivering social, community and environmental outcomes, so social procurement implementation with supply chains was not an obvious choice.

"We're inspired to share with vendor education as to what they can expect, how to bid or their supply chain and ways to increase supplier diversity, including partnering with non-profits who provide employment support."

**Comox Valley RD**  
Community employment benefits in a large construction project

**City of Victoria**  
Small spends and direct awards from purchasing card spend

**District of Tofino**  
Unbundling a construction project to include local vendors

**District of Port Hardy**  
Recreation centre upgrades address community and environmental needs

**City of Victoria**  
Piloting social value criteria in a request for proposals (RFP)

## Become a member of CCSPI

Contact Robert Fisher, Project Coordinator at [rfisher@scalecollaborative.ca](mailto:rfisher@scalecollaborative.ca)

## Learn more about CCSPI

[www.ccspi.ca](http://www.ccspi.ca)

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