



Community Benefit Purchasing Project

RESOURCE GUIDE

February 2022

Community Benefit Purchasing Project

2020 - 2022

Region of Central Ontario, Canada

Acknowledgements

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Prepared by:



www.ellygreen.com

Prepared for:



www.ashokacanada.org



www.georgiancollege.ca

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www.otf.ca

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Project at a Glance

Project Goal

To support the growth of social enterprise and diverse suppliers, and provide knowledge and tools for purchasers in social procurement, a.k.a. community benefit purchasing.

Project Scope

2 years (April 2020 - March 2022)
Region of Central Ontario, Canada

Project Team

Ashoka Canada

Barb Steele, Strategic Advisor
Maura Young, Finance

Georgian College

Suzie Addison-Toor, Strategic Advisor
Jenna Stevenato, Media Specialist
Shaylyn McKay, Intern

Elly Green Consultancy

Elly Green, Lead Consultant
Ashleigh Addison, Data Oversight
Jenna Stevenato, Support Consultant

Audience

Organizations with a social, environmental, or cultural mission, diverse-owned businesses and institutional purchasing representatives.

Strategy & Objectives

To build capacity for suppliers and purchasers in Central Ontario by facilitating connection with one another in collaboration with provincial and national experts, as well as sustainable economic activity & community growth.

Process

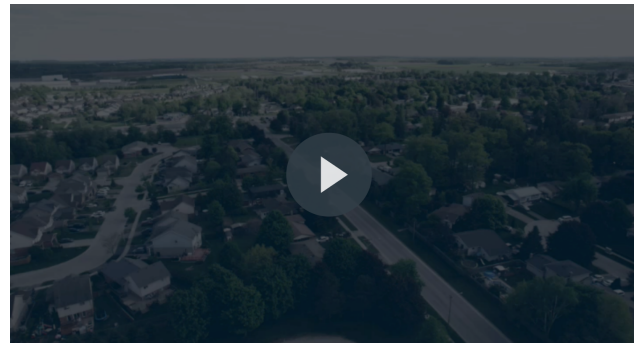
- Year 1** Information gathering and data collection, knowledge sharing and mobilization
- Year 2** Implementation support for early adopters and highly engaged individuals and organizations

Outcomes

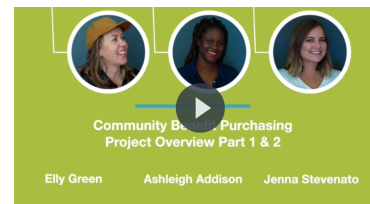
- **556 people** engaged in project activities
- **84 meetings and events** were held
- **65 social enterprise or diverse suppliers** engaged; *four suppliers* received expert coaching to prepare their organization for social procurement opportunities
- **17 purchasers engaged**; within a facilitated Community of Practice, institutional policy and procedures were explored, and a *college-wide Purchasing Department* was supported through the implementation of two pilots

Where to Start

Watch the 1-minute trailer below:



Watch the Project Overview video for a high-level look at the project and personalized Q&A with the project delivery team.



1. Project Overview

In April 2020 the Community Benefit Purchasing Project (CBPP) launched, which was a partnership project between Ashoka Canada and Georgian College. This project was funded by the Ontario Trillium Foundation and led by Consultant, Elly Green who delivered the project alongside her team and several provincial and national experts.

This two-year project provided resources and training opportunities for **social enterprises**, **diverse suppliers** and purchasers in **social procurement**. The project's goal was to support the growth of social enterprises and diverse suppliers and provide knowledge and tools for purchasers to both explore and apply new models of **community benefit purchasing**.

Small communities and cities in Central Ontario continue to face serious economic and social challenges, some of which have been dramatically heightened as a result of the COVID-19 pandemic. Social enterprise and diverse suppliers can create economic activity while addressing critical social, environmental and cultural issues¹, and they can also allow for equity to be realized through community wealth-building.

This project was built on the success of a proven model over 24 months to create new training and employment opportunities in Central Ontario through community benefit purchasing. Enhancing people's economic well-being, this initiative is helping people *become and stay employed*.

Define

Defining key terms used throughout this Resource Guide.

Social Enterprise

Social enterprises are community-based businesses that sell goods or services in the marketplace to achieve a social, cultural and/or environmental purpose; they reinvest their profits to maximize their social mission².

Diverse Supplier

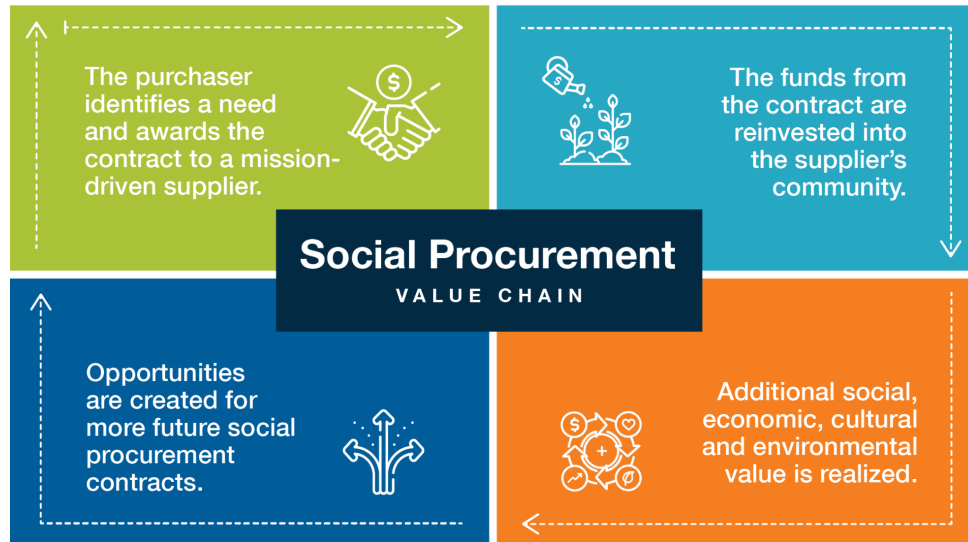
A diverse supplier is a business that is at least 51% owned, managed and controlled by an equity-seeking group. These include, but are not limited to, Black, Indigenous and People of Colour, persons with disabilities, newcomers, LGBTQ2S+ and more³. Various organizations and councils across Canada exist to support diverse supplier certification.

Procurement

Procurement is the act of obtaining goods or services, typically for business purposes. Procurement is most commonly associated with businesses because companies need to solicit services or purchase goods, usually on a relatively large scale⁴.

Social Procurement (a.k.a. Community Benefit Purchasing)

Social procurement is leveraging a social value from your existing procurement. Social procurement adds a social value consideration to your current evaluation of price, quality, and environment of the goods and services you purchase⁵.



Graphic: Social Procurement Value Chain

1.1. Funder

Ontario Trillium Foundation

www.otf.ca

The Ontario Trillium Foundation (OTF) builds healthy and vibrant communities throughout Ontario, Canada by investing in community-based initiatives and strengthening the impact of Ontario's non-profit sector⁶.

Support is provided to projects that work towards improving the well-being of people across the province. These projects drive positive change - from building more inclusive and accessible programs, enhancing community spaces to developing new innovative approaches. Every project helps build stronger, more resilient communities⁷.

1.2. Partners

Ashoka Canada

www.ashokacanada.org

Ashoka is an international organization that “builds and cultivates a community of change leaders who see that the world now requires everyone to be a changemaker. Together, we collaborate to transform institutions and cultures worldwide so they support changemaking for the good of society”⁸.

Ashoka’s network brings together **Ashoka Fellows**, individuals who are creating the conditions for a better world, along with **Ashoka Campuses**, university and college campuses. Ashoka campuses and Ashoka Fellows, together, provide youth with the skills — like resilience, critical thinking, collaboration and financial literacy — they need to succeed⁹.

Contributors

Barb Steele, Strategic Advisor

Maura Young, Finance

Georgian College

www.georgiancollege.ca

Georgian College is the first and only college in Canada designated a changemaker college by Ashoka for its role as a leader in social innovation and changemaking in higher education. The designation falls under the Changemaker Campus program, which recognizes more than 40 colleges and universities globally that have embedded social innovation and changemaking into their culture, programming and operations¹⁰. There are seven Georgian campuses across Central Ontario.

The **Social Enterprise Network of Central Ontario (SENCO)** is an initiative of Georgian College’s **Centre for Changemaking and Social Innovation**. SENCO inspires, connects and equips those looking to engage in social enterprise to face cultural, environmental and social challenges in our region. SENCO bridges campus and community together to make change by working with social enterprises, budding social entrepreneurs, organizations, intermediaries and community leaders to support innovative economic approaches to strengthen communities. The goal is to be the bridge to new knowledge, resources and supporting business practices to achieve financial growth and sustainability¹¹.

Contributors

Suzie Addison-Toor, Strategic Advisor

Jenna Stevenato, Media Specialist

Shaylyn McKay, Intern

1.3. Delivery Team

Elly Green Consultancy

www.ellygreen.com

Elly Green and her team have a shared passion for social enterprise development alongside equity, diversity and inclusion. Elly Green led this project supporting partner and funder relationships, as well as working in collaboration with Ashleigh Addison and Jenna Stevenato to support the delivery of all activities.



Elly Green, Lead Consultant

Elly has 20 years of project-based work experience with non-profit and for-profit organizations pursuing community development through social enterprise. From 2017 to 2020 Elly worked as the lead of the Social Enterprise Network of Central Ontario (SENCO) housed at Georgian College's Centre for Changemaking and Social Innovation. In this role, Elly facilitated extensive regional, provincial and national partnerships. She has led stakeholder groups from awareness through to investment in social enterprise sector development.



Ashleigh Addison, Data Oversight

Ashleigh is a project manager with an interest in sustainability, equity and diversity for people, places and things. Ashleigh has a background working in programming and events within non-profit, public and private organizations, including SKETCH Working Arts, Public Health Ontario and Ontario Place Corporation. She attended the University of Toronto for her undergrad and recently obtained her Project Manager Professional Certification (PMP).



Jenna Stevenato, Support Consultant

Jenna has been working in the social enterprise sector for the last 5 years, including roles with Redwood Park Communities and Buy Social Canada. Jenna graduated from Wilfrid Laurier University with her Bachelor of Business Administration, and she is most passionate about using business as a tool to create positive social change and bring light to social inequities. Jenna has continued her work in the field with Georgian College since 2018 and is now supporting development projects with Elly Green.

Encompass Co-op

www.encompass.coop

Encompass Co-op is an experienced group of successful practitioners from across Canada, Based in Winnipeg, Manitoba. They work with nonprofits to be more entrepreneurial, provide opportunities for investors to get social impact and financial returns, and train governments to create markets for solutions.



Shaun Loney, Industry Expert

Shaun is a Senior Partner at Encompass Co-op and an Ashoka Fellow. Shaun has co-founded and mentored the establishment of 12 different social enterprises and is also the author of three books. Shaun has consulted on social procurement work all across Canada, and is especially interested in alternative government funding models.



Lucas Stewart, Industry Expert

Lucas is a Senior Partner at Encompass Co-op as well as co-founder of Purpose Construction and Winnipeg's Social Enterprise Centre. Over the past nine years, Lucas has helped to launch a new social enterprise every two years and is known for his expertise around social procurement and setting up systems to make running social enterprises easier.

Buy Social Canada

www.buysocialcanada.com

Buy Social Canada is an initiative that promotes social purchasing and social enterprise certification. They bring socially driven purchasers and social enterprise suppliers together and promote business relationships that generate social benefits to communities across Canada.



Liz Chick, Industry Expert

Liz Chick is the Executive Director of Buy Social Canada. Liz studied Law at the University of Cambridge and University of Utrecht, and has worked in Legal Research and with the Legal Services Society of BC. She is a Social Innovation Alumni of Year Here and has worked with a variety of non-profits, social enterprises and the public sector in the UK and Canada.



Tori Williamson, Industry Expert

With a passion for understanding systems and working collaboratively on community-centred solutions, Tori believes in people and the power of shifting perspectives and objectives to create change. Tori is the Director of Education and Communications, championing the work of social enterprise and social procurement.



David LePage, Industry Expert

David LePage is the Managing Partner of Buy Social Canada. David was the designer and initial Executive Director of Community Impact Real Estate in Vancouver’s Inner City, a founding partner of the Social Enterprise Institute, and serves on several Boards of Directors, including the Social Enterprise Council of Canada. He is a Program Adjunct for the University of Fredericton MBA in Social Enterprise Leadership.

AnchorTO

www.anchor.to

AnchorTO is an initiative of the City of Toronto, Ontario. It is a community of practice of 18 participating public institutions, and is dedicated to supporting and advancing the capacity of institutions to engage in social procurement, inclusive workforce, and capital investments.



Wayne Chu, Industry Expert

Wayne is a social researcher and designer working at the intersection of social research, policy, technology and design. He is currently working on innovative ways to strategically leverage procurement to advance positive community outcomes. Wayne is AnchorTO’s Project Lead and is Manager of the Poverty Reduction Strategy Office at the City of Toronto.



Hanifa Kassam, Industry Expert

Hanifa is also a social researcher and designer, as well as a Project Lead for AnchorTO and Policy Development Officer of the Poverty Reduction Strategy Office at the City of Toronto.

1.4. Strategy & Objectives

Both project partners (Ashoka Canada and Georgian College) have commitments and goals to make change, specifically positive social and economic change. In the exploration and design of this project, leaders working in social procurement in Canada and the United States were engaged, including other Ashoka Changemaker Campuses and leading Ashoka Fellows. Their work to date provided a proven model to build off and apply to the region of Central Ontario.

Strategy

Overview

- Engage social enterprise and diverse suppliers along with purchasers in Central Ontario
- Identify and compile regional social enterprise and diverse suppliers
- Offer social procurement information and learning opportunities
- Identify and engage delivery partners with successful social procurement experience to support project delivery
- Connect suppliers and purchasing institutions to knowledge, resources and expertise to support social procurement contract exploration and contract award

Capacity Building for Purchasers and Suppliers

Capacity needs to be built across both purchaser and supplier groups for change and impact to unfold through social procurement. Purchasers need to know who the diverse and social enterprise suppliers are to engage with and include in purchasing processes, as well as to align with institutions' goals and operations. Suppliers need to be aware of institutional purchasing opportunities available to them, and be provided with support to engage and move through the bid/award process with institutions and their systems.

Facilitating Connection

Both purchasers and suppliers need different knowledge and support when preparing for and implementing social procurement, and they both need to be connected to one another - this project's activities were designed to do this.

Objectives

Overview

- Build awareness and increase knowledge in social procurement in Central Ontario
- Connect regional purchasers and suppliers to engage in social procurement opportunities
- Engage and equip regional purchasers and suppliers with social procurement knowledge and resources
- Foster investment in the social procurement ecosystem in Central Ontario that leads to training and employment

Sustainable Economic Activity & Community Growth

There are many tools and approaches to building sustainable economies, buying local, developing circular economies, Equity Diversity & Inclusion (EDI) plans along with many other strategies and methodologies. Social procurement is an effective approach or tool that can be used to make large-scale change when institutions become aware, engage and commit to sustainable purchasing or best-value purchasing practices, all of which is a part of this project's community benefit purchasing goal.

2. Project Activities

April 2020 - March 2022

1	Regional scan to engage organizations in Central Ontario
2	Creation of a social enterprise and diverse supplier directory
3	Virtual sessions & series' to connect industry experts with regional participants
4	Cohort support for engaged suppliers and purchasers
5	Production of audio documentary to capture key themes and learnings

2.1. Regional Scan

April 2020

Overview

The project kicked off by conducting a regional scan that engaged the Georgian-SENCO network in Central Ontario and other partner organizations who, prior to COVID-19, demonstrated support for or interest to engage in this project.

Process

Stage 1 <i>July 2020</i>	Design of Scoping Tool A survey was determined to be the most user-friendly method to capture feedback across stakeholders; 17 questions were drafted and refined with support consultants from Eko Nomos Inc.
Stage 2 <i>August 2020</i>	Regional Engagement The survey was launched and distributed to regional stakeholders
Stage 3 <i>September 2020</i>	Evaluation Results of the survey were evaluated to determine the appropriate next steps

Outcomes

A recurring observation from the regional scan identified that a social enterprise and diverse supplier list would be the most beneficial resource for regional stakeholders, and that the biggest barrier to engaging in social procurement was identifying social enterprises and diverse suppliers in Central Ontario.

The regional scan also confirmed that the original project design remains essential and well founded. “There was no substantial evidence suggesting that COVID-19 had reduced the demand or potential for this sector development project. While respondents’ operations have been negatively impacted by COVID-19 in some significant ways, social procurement is still seen as an important topic and a good opportunity to maximize the positive impacts of public/institutional spending.”¹²

2.2. Supplier Directory

September 2020 - March 2021

Overview

Based on the information collected from the regional scan, the regional social enterprise and diverse supplier directory became a priority to implement early on in the project.

Process

Stage 1

September 2020

Initial Design

Two questionnaires were created, one for suppliers and one for purchasers, based on initial conversations with project partners to learn what information purchasers needed from suppliers.

Stage 2

October 2020

Questionnaire Launch

The questionnaires were launched in the Georgian-SENCO network to a list of **350 contacts**.

Stage 3

October 2020 - February 2021

Data Collection

Two data collection periods occurred in the Fall of 2020 and Winter of 2021.

Stage 4

Ongoing throughout project

Communication

Personalized emails were distributed in two campaigns including infographics and FAQs.

Outcomes

Outreach Highlights

The supplier and purchaser questionnaires were sent to over 100 participants in the sessions delivered, as well as through over 150 personalized emails sent to key stakeholders, community groups and anchor organizations in the region. 475 contacts received the questionnaire through the Georgian-SENCO monthly newsletter.

Opt-in Results

As a result of this effort, 73 organizations opted in to the project by completing the questionnaire. Of this, 17 were purchasers and 65 were social and diverse suppliers.

See [Appendices 1 and 2](#) for the complete Supplier and Purchaser Questionnaires.

2.3. Virtual Sessions & Series'

April 2020 - October 2021

Over the course of 20 months, a total of 25 expert-led sessions were hosted virtually as part of the Community Benefit Purchasing Project. Each session was recorded so that they can be later shared with project participants and other community members beyond the project wrap. The following sections will summarize each session and/or series along with how resources from each session can be accessed online.

SENCO Live: The Social Distancing Sessions (Spring 2020)

Social procurement is gaining momentum across Canada - who are the leaders spearheading this shift?

Co-hosts Elly Green and Jenna Stevenato live video-chatted with leading experts who are changing the way business is done and how purchases are made from coast to coast.

Expert Guests

- Mark Brand, *A Better Life Foundation and Save on Meats*
- Marcia Nozick, *EMBERS*
- Mark Soberano, *BuildingUp Toronto*

Explore

Watch highlights from the recorded sessions by clicking the link below.



Highlight Reel

Discussion Highlights: What leading Social Entrepreneurs have to say about social procurement

Discussions About Social Procurement (Fall 2020)

What is 'Community Benefit Purchasing,' and how can Social Enterprises and institutions come together to create a positive impact?

Jenna Stevenato and Elly Green co-hosted this virtual series featuring expert guests from across the country.

Expert Guests

- Shaun Loney, *Encompass Co-op*
- Wayne Chu & Hanifa Kassam, *AnchorTO*
- Liz Chick, *Buy Social Canada*

Explore

Watch the recorded sessions from this series by clicking the links below.



Session Recording 1

A Discussion About Social Procurement with Shaun Loney from Encompass Co-op



Session Recording 2

A Discussion About Social Procurement with Wayne Chu and Hanifa Kassam from AnchorTO



Session Recording 3

A Discussion About Social Procurement with Liz Chick from Buy Social Canada

Social Procurement Case Studies (Winter 2021)

How might Community Benefit Purchasing show up in our communities and how are Social Enterprises and institutions already coming together to create a positive impact?

Elly Green hosted this virtual series inviting expert guests to present key insights and lessons from their personal experiences with social procurement projects across the country.

Expert Guests

- Shaun Loney, *Encompass Co-op*
- Wayne Chu & Hanifa Kassam, *AnchorTO*
- Tori Williamson, *Buy Social Canada*

Explore

Watch the recorded sessions from this series by clicking the links below.

**Session Recording 4**

A Social Procurement Case Study with Shaun Loney
from Encompass Co-op

**Session Recording 5**

A Social Procurement Case Study with Tori Williamson
from Buy Social Canada

Social Procurement Readiness (Spring 2021)

We know what social procurement is and how it's making an impact across Canada - so, what's next?

With Tori Williamson from Buy Social Canada

In this virtual session, special guest Tori Williamson from Buy Social Canada shares knowledge, tools and resources for social enterprises, diverse suppliers and purchasers to effectively engage in social procurement. Utilizing expert tools, Tori explains how to move forward when a contract opportunity is identified, and what the bidding process looks like from first the supplier side and then from the purchaser's perspective.

With Shaun Loney and Lucas Stewart from Encompass Co-op

In this virtual session, expert guests Shaun Loney and Lucas Stewart highlight the Top 10 most important things all suppliers should know when it comes to preparing for social procurement contracts, and how purchasers can engage with potential suppliers.

Explore

Watch the recorded sessions and access resources from this series by clicking the links below.

**Session Recording 6**

Social Procurement Readiness Session with Tori
Williamson from Buy Social Canada

**Worksheet**

Supplier Procurement Readiness Considerations
from Buy Social Canada

[Download here](#)



Session Recording 7

Top 10 Things Suppliers Should Know with Shaun Loney and Lucas Stewart from Encompass Co-op

Additional Supporting Sessions

- a. Georgian College Changemaker in Residency Week (March, July & November 2021)

Hosted virtually by the [Centre for Changemaking and Social Innovation](#) at Georgian College, Changemaker in Residency Week brings together students, faculty, staff, partners, educators, community members and organizations to explore changemaking and social innovation, including topics like the United Nations Sustainable Development Goals, empathy, leadership and social enterprise¹³.

Facilitated Sessions

- Social Procurement 101
- Social Procurement Panel Discussion with Elly Green and team
- Mapping Social Enterprise in Central Ontario
- Highlights from the AshokaU International Exchange

- b. Ashoka U International Exchange (March 2021)

The 2021 [Ashoka U Exchange](#) took place March 16-19 and brought together a global community of thousands of thought leaders, visionaries and innovators who were devoted to social innovation and changemaking in higher education¹⁴.

Facilitated Session

Using Mapping and the SDGs to Invigorate Regional Social Impact

c. NACCU 2021 Annual Conference (March 2021)

[NACCU](#) is a network for campus identification and transaction system resources to integrate and streamline campus operations, and enhance the student experience. The annual conference connects members from across Canada and the United States to share solutions to challenges facing the campus card and transaction system industry, including workforce planning from a distance, mobile operations, and leadership¹⁵.

Facilitated Session

The Role of Post-Secondary Institutions in Leading Social Impact Purchasing

d. Mythbusting Government Procurement with Procurement Assistance Canada (September 2021)

[Procurement Assistance Canada \(PAC\)](#) Ontario region in Public Services and Procurement Canada (PSPC) represents the views of smaller businesses and encourages their participation in federal government procurement.

Expert guest, Imanzi Kayitare, joined us to debunk common myths surrounding government procurement for small businesses and social enterprises, and share available tools, resources and programs for suppliers looking to engage in public purchasing.

Explore

Access resources shared in this session by clicking the links below.



Document

Mythbusting Government Procurement Presentation
[Download here.](#)



Website

Government of Canada Buy & Sell Portal
<https://buyandsell.gc.ca/>

e. Social Enterprise Certification Information Session with Buy Social Canada (October 2021)

Buy Social Canada's social enterprise certification is ideal for businesses looking to highlight their community benefit and social impact for contract bidding, funding opportunities and offer a competitive advantage in the marketplace.

This session was designed for suppliers interested in exploring the social enterprise certification process, and to connect with representatives from Buy Social Canada, David LePage and Maham Tarar.

Explore

Access resources shared in this session by clicking the links below.



Document

Buy Social Canada Social Enterprise Certification Presentation

[Download here](#)



Website

Buy Social Canada Social Enterprise Certification

[View here](#)

2.4. Cohort Support

January 2021 - February 2022

Overview

Cohort support was provided throughout 2021 with participating organizations, both suppliers and purchasers. In order to build capacity across both purchaser and supplier groups, direct support from industry experts was identified as a necessary and key deliverable of this project. In collaboration with the group of suppliers and purchasers, project consultants and mentors, significant progress was made both at the organizational and institutional levels. This section will focus on the goals, support, implementation and outcomes achieved throughout this phase of the project.

For Suppliers

Throughout the Summer of 2021, **coaching and mentorship** sessions were led by delivery partner Encompass Co-op, supporting four regional suppliers. Project consultants supported the supplier cohort both prior to the launch of this phase in Summer of 2021 and in the Fall of 2021 as mentorship activities concluded. Together these organizations worked on specific social procurement goals, including to respond to Request for Proposal (RFP) opportunities, to formalize social procurement contracts with current institutional clients, and to pitch their products and services to municipalities.

a. Participating Organizations

Community Builders

Brandon Day,
Co-Founder and CEO

Launch Pad Youth Skills & Technology Centre

Emily Morrison, *Executive Director*

Fourth Pig Green & Natural Construction

Melinda Zytaruk, *General Manager*

Town Tees

Andrew James, *Owner*

b. Timeline

Stage 1 <i>May 2021</i>	Pre-support Project consultants help suppliers identify goals and required support for mentorship
Stage 2 <i>June 2021</i>	Kick-off Initial coaching call with project mentors and consultants
Stage 3 <i>July - August 2021</i>	Cohort Engagement 2 coaching calls with project mentors and consultants to review progress and next steps
Stage 4 <i>August 2021</i>	Wrap-up and Next Steps Group session with project mentors and consultants to review final deliverables
Stage 5 <i>October - November 2021</i>	Post-support One-on-one meeting with project consultant to discuss further progress and support required

c. Case Studies

Community Builders

www.communitybuilders.co

Community Builders is a Buy Social Canada certified, non-profit construction social enterprise based in Barrie, Ontario. They provide construction services and trades-based training opportunities across the region.

Prior to participating in the coaching and mentorship offered through the Community Benefit Purchasing Project, they were working as a vendor with Simcoe County Housing Corporation, but looking to formalize a social procurement agreement or extended contract so that they can further their reach and impact in their community, and increase the supply of affordable housing in Central Ontario.



To read the complete case study, see [Appendix 3](#).

“Having organizations like SENCO, Georgian College, Encompass Co-op, Buy Social Canada - all these folks that are championing this movement, having that kind of support... it goes a long way when you're asking people to do things that they've never done before and see things in a new way.”

Brandon Day, Community Builders

Fourth Pig Green & Natural Construction

www.fourthpig.org

Fourth Pig is a workers' cooperative owned and operated by their members. They build, educate and consult on projects that offer ecologically balanced methods of construction and energy production to promote more sustainable and healthy communities.

Fourth Pig is a leader in their industry, with recent building projects across Muskoka and the Greater Toronto Area. They sought support through the project's coaching and mentorship sessions with the intention of entering into a social procurement contract for affordable and sustainable housing construction. This organization is up against significant systemic barriers yet they are committed to changing the way buildings and communities are built.



To read the complete case study, see [Appendix 4](#).

“It's been fantastic to not just see that the work is getting done and the attention is getting paid, but to have... the chance to talk to people in a variety of roles and learn from people who are engaged in trying to shift the way that we do economics for the better of all communities.”

Melinda Zytaruk, Fourth Pig

Launch Pad Youth Skills & Technology Centre

www.mylaunchpad.ca

Launch Pad Youth Skills & Technology Centre (YSTC) is a regional not-for-profit youth centre in Hanover, Ontario. Through skill-building, they promote the positive skill development of youth aged 12-18 both in Hanover and surrounding areas.

Launch Pad has developed a total of two social enterprises to date: a rental initiative and an ice cream truck, and now is eager to explore their third which is a picnic table/outdoor furniture venture which will focus on supporting youth to build skills in the woodworking and welding programs. Their social enterprises serve to both generate revenue for the non-profit as well as employ youth and build skills through all their programs.



To read the complete case study, see [Appendix 5](#).

“If we can... show [the youth] the different opportunities, but then also show them through social procurement - hey, my community is investing in me now. They're going to invest in my kids later. So let's continue to give back.”

Emily Morrison, Launch Pad

Town Tees

www.towntees.ca

Town Tees is a custom apparel decoration and print company specializing in vinyl & digital transfer, embroidery, sublimation, design & fulfilment. Founder Andrew James is also the co-founder of an arts-centred, youth-focused charity called Streams Community Hub, both based in Shelburne, Ontario.

As a diverse-owned business, Town Tees would like to move its current business model into a social enterprise framework. Their vision is to be completely youth-run and managed with profits being invested back into youth arts programming via Streams Community Hub.



To read the complete case study, see [Appendix 6](#).

“In short, social procurement allows [Town Tees] the financial power and strength to employ youth and then also invest in empowering youth.”

Andrew James, Town Tees

For Purchasers

At the start of 2021, as part of project activities, the Community Benefit Purchasing Project launched a **Social Procurement Community of Practice (COP)** at Georgian College. The COP is a group of departmental purchasing managers at Georgian College who are committed to learning about social procurement and to exploring opportunities to implement social procurement into their current and future purchasing activities.

The COP met monthly over a span of 12 months throughout the duration of the Community Benefit Purchasing Project and served as a space for members to participate in idea-sharing, problem-solving, knowledge exchange, as well as executing pilots to build capacity in social procurement within each of their departments and college wide.

a. Participating Staff *(in alphabetical order)*

Suzie Addison-Toor

Director, *Social Innovation and Student Success*

Christine Hiles

Manager of Social Innovation Operations, *Social Innovation and Student Success*

Sheona Morrison

Manager of Student Experience, *Georgian College Students' Association*

Alexandra Aiken

Vice President, *Student Sustainability*

Mick Kingston

General Manager, *Student Centre Food Beverage Operations*

Nicole Norris

Manager, *Centre for Changemaking and Social Innovation*

Sarah Benoit

Student Life Graphic & Communications Specialist, *Georgian College Students' Association*

Jennifer Lloyd

Manager of Mental Health & Well-Being, *Student and Learning Services*

David Laliberte

Manager of Athletics and Recreation, *Athletics and Fitness Centre*

Anne Collins

Manager, Purchasing Services, *Georgian College Purchasing Department*

Jennifer McDonald

ONEcard Officer, *Office of the Registrar*

Kim SmithHogan

Student Life Accounting Officer, *Student Leadership and Transition Programs*

Alyshia Crawford

Purchasing Analyst, *Georgian College Purchasing Department*

Heather McNutt-Loiselle

Online Coordinator, *Georgian Stores*

Mike Zecchino

Manager of Student Life, *Georgian College Students' Association*

b. Timeline

Stage 1 <i>January 2021</i>	Kick-off First Community of Practice meeting to introduce staff to social procurement and potential opportunities.
Stage 2 <i>February - March 2021</i>	Goal-setting Explored spending portfolios to come up with social procurement goals and required support.
Stage 3 <i>April - November 2021</i>	Ongoing Engagement Conducted monthly COP meetings to discuss successes, challenges and potential pilots to support each member’s social procurement goals.
Stage 4 <i>February 2022</i>	Wrap-up Final COP meeting supported by this project including handoff of meeting facilitation to college representatives who will establish a plan for future social procurement implementation within departments and college-wide.

c. Case Studies

Georgian College ONEcard Office

ONEcard is the official Georgian College identification card for students. Features extend far beyond a simple student ID; “it’s your student card, library card, print card, athletic centre pass, bus pass, and a convenient method of payment for select vendors and services both on and off-campus – all in one!”

This case study focuses on how the ONEcard office built in social value considerations into their vendor assessment process as well as explored social procurement practices within their own department spending.



To read the complete case study, see [Appendix 7](#).

“I not only have the ability to purchase from social enterprises, but I can also connect our students to be able to purchase from them as well with their ONEcard... So that these students could find ways to spend their own card dollars in a way that benefits them and also benefits the community.”

Jennifer McDonald, Georgian College

Georgian College Students' Association (GCSA)

Georgian College Students' Association (GCSA) is a recognized and engaged executive council that promotes the rights of students, heightens student engagement, and enhances the quality of student life. It prepares confident leaders of tomorrow while respecting the diversity and strength of all, and continuously assesses, adapts and grows to fit the needs of an increasingly diverse student body.

This case study follows the GCSA as they navigated their first Request for Quote (RFQ) with social procurement scoring and new evaluation guidelines, as a way to add social and environmental value to their current purchases.



To read the complete case study, see [Appendix 8](#).

“What I learned from getting involved in the process is that we do have to take little steps.... There [was an] opportunity for GCSA student government to become involved in social procurement. And I thought at least starting with some little steps and seeing how that went to make a positive change for the campus community.”

Mike Zecchino, Georgian College

Georgian College Purchasing Services

Purchasing Services is a department that provides the College with resources related to corporate procurement and contracting of goods, services and consulting. The procurement team provides expertise on acquisition, negotiation, contract management, trade and legal compliance and supply chain risk mitigation to all the campuses and departments at Georgian.

This case study highlights the work done by the Purchasing Services department and Georgian Leadership to integrate social procurement into college-wide purchasing policies and procedures, and the cross-department collaboration involved in multiple pilots.



To read the complete case study, see [Appendix 9](#).

“[Social Procurement] still is a very new concept for many people in procurement and to... be part of that leading edge that drives the implementation of the social procurement policy at Georgian is super exciting for me.”

Anne Collins, Georgian College

2.5. Audio Documentary

Launched November 2021

Overview

In 2018, SENCO produced a two-part audio documentary that showcased various social enterprises all across Central Ontario. As part of the Community Benefit Purchasing Project, a third episode was created to reflect on the work done since the first two episodes were launched, specifically focusing on social procurement.

In part three, host Jenna Stevenato explores the impact of purchasing from social enterprises and diverse-owned businesses. The 40-minute episode features interviews with expert guests about their experience in the field, and shares personal reflections on navigating systems change, some of the biggest challenges faced and why those challenges exist in the first place.

A series of audiograms were also created to capture key voices from this project and their experiences. The 1-minute clips highlight why social procurement is important through the lenses of both suppliers and purchasers doing the work.

The audio documentary and audiograms were produced by Angela Shackel and Braden Labonte from Accounts & Records, and were supported by Ontario Trillium Foundation, Ashoka Canada, Georgian College and RBC Future Launch.

Process

Stage 1 <i>Fall 2020</i>	Pre-production Drafted a creative brief, rough outline and interview guide.
Stage 2 <i>Fall 2020 - Summer 2021</i>	Production Conducted interviews, recorded all virtual sessions, wrote / edited the script and recorded the host's scripting.
Stage 3 <i>Fall 2021</i>	Post-production Completed all editing, sound design and final mastering.

Key Themes

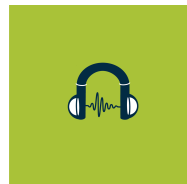
Throughout the process of planning and producing this Audio Documentary, it became apparent how relevant this project is to the current state of Canada and the world. Social

procurement is rooted in economics and community well-being and therefore has shed an even brighter light on today's most pressing issues like climate change, Equity Diversity and Inclusion, Indigenous reconciliation and covid recovery.

Several key themes were realized: **(1)** Failure was a critical component of this project, yet much of the learning was realized as a result of those failures and challenges; **(2)** Systemic and institutional barriers continue to be very prevalent today and require significant awareness-building, training and education to overcome; and **(3)** Considering, understanding and accounting for the historical context of the systems and institutions we are working within/trying to change is essential to effectively moving forward in a truly sustainable and equitable way.

Explore

Listen to the audio documentary and audiograms by clicking the links below.



Audio Documentary Part 3

Why is Social Procurement and Systems Change So Important?

[Listen on Spotify](#)

[Listen on Apple Podcasts](#)

[Listen on SoundCloud](#)



Audiogram 1

Community Builders: Brandon Day



Audiogram 2

Fourth Pig Green & Natural Construction: Melinda Zytaruk



Audiogram 3

Launch Pad Youth Skills & Technology Centre: Emily Morrison



Audiogram 4

Town Tees: Andrew James



Audiogram 5

Georgian College ONEcard Office: Jennifer McDonald



Audiogram 6

Georgian College Purchasing Services: Anne Collins

3. Project Impact

3.1. Impact Overview

The project began Year 1 with wide engagement to generate awareness and intrigue in social procurement, and in Year 2 had deeper engagement with the cohort of suppliers and purchasers moving through social procurement training, pilots and implementation. This type of deep engagement, collaboration and support has a ripple effect; it creates an opportunity for the engaged social enterprise and diverse suppliers to enhance their own mission and impact, which ultimately is how the region will achieve stronger and healthier institutions, communities and economies.

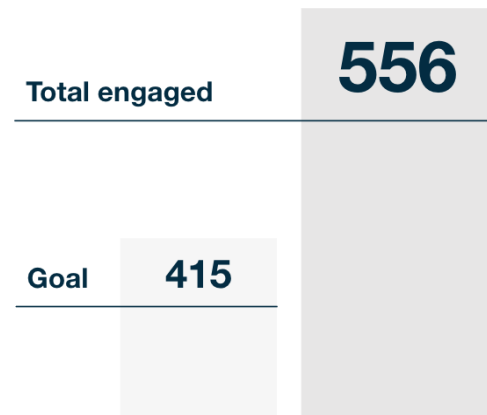
Throughout this two-year project, the delivery team engaged suppliers, purchasers and the wider community through many channels and platforms, including email campaigns, virtual community events and one-on-one conversations.

3.2. Engagement Statistics

Total Engagement

The project set out to impact and engage 415 people and at the end the project 556 people were engaged.

Engagement was tracked through meetings, sessions, and events; 84 in total were planned and delivered, 37 for purchasers, 23 for suppliers and 24 public events for both purchasers and suppliers along with the community and Georgian College campuses.



Outreach Highlights

The supplier and purchaser questionnaires were sent to over 100 participants in the sessions delivered, as well as through over 150 personalized emails sent to key stakeholders, community groups and anchor organisations in the region. 475 contacts received the questionnaire through the Georgian-SENCO monthly newsletter.

100+

Questionnaires were shared in all sessions to over 100 participants across the region.

150+

Personalized emails were sent to key stakeholders, community groups and anchor organizations.

475

Contacts received the supplier and purchaser questionnaires through a monthly newsletter.

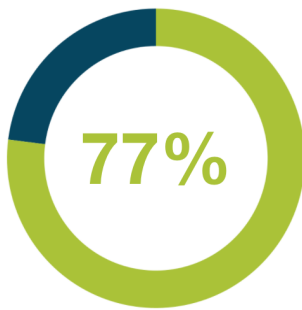
Opt-in Results

As a result of this effort, 73 organizations opted in to the project by completing the questionnaire. Of this, 17 were purchasers and 65 were social and diverse suppliers.

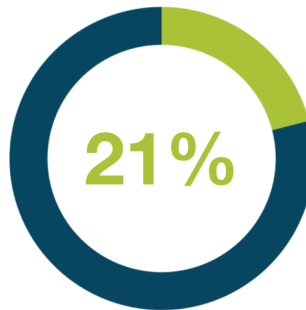


3.3. Spend Analysis

With the conclusion of this project a spend analysis was completed to explore the delivery budget spending with a social procurement lens considering relevant identifiers. The top three areas of spending for the Community Benefit Purchasing Project are included below:



Went to **women suppliers**



Went to **Black suppliers**



Went to suppliers with a **social purpose**

Quick Links

Listen

Audio Documentary

Part 3: Why is Social Procurement and Systems Change So Important?

[Listen on Spotify.](#)

[Listen on Apple Podcasts.](#)

[Listen on SoundCloud.](#)

Audiogram 1

Community Builders:
Brandon Day

[Listen here.](#)

Audiogram 2

Fourth Pig Green & Natural
Construction: Melinda Zytaruk

[Listen here.](#)

Audiogram 3

Launch Pad Youth Skills &
Technology Centre: Emily
Morrison

[Listen here.](#)

Audiogram 4

Town Tees: Andrew James

[Listen here.](#)

Audiogram 5

Georgian College ONEcard Office:
Jennifer McDonald

[Listen here.](#)

Audiogram 6

Georgian College Purchasing
Services: Anne Collins

[Listen here.](#)

Watch

Trailer

Community Benefit Purchasing
Project 1-Minute Trailer

[Watch video.](#)

Intro Video (Part 1)

Community Benefit Purchasing
Project At a Glance

[Watch video.](#)

Intro Video (Part 2)

Q&A with the Project Team

[Watch video.](#)

Highlight Reel

Discussion Highlights: What
leading Social Entrepreneurs have
to say about social procurement

[Watch video.](#)

Session Recording 1

A Discussion About Social
Procurement with Shaun Loney
from Encompass Co-op

[Watch video.](#)

Session Recording 2

A Discussion About Social
Procurement with Wayne Chu &
Hanifa Kassam from AnchorTO

[Watch video.](#)

Session Recording 3

A Discussion About Social
Procurement with Liz Chick from
Buy Social Canada

[Watch video.](#)

Session Recording 4

A Social Procurement Case Study
with Shaun Loney from
Encompass Co-op

[Watch video.](#)

Session Recording 5

A Social Procurement Case Study
with Tori Williamson from Buy
Social Canada

[Watch video.](#)

[View presentation slides.](#)

Session Recording 6

Social Procurement Readiness
with Tori Williamson from Buy
Social Canada

[Watch video.](#)

[View presentation slides.](#)

Session Recording 7

Top 10 Things Suppliers Should
Know with Shaun Loney & Lucas
Stewart from Encompass Co-op

[Watch video.](#)

[View presentation slides.](#)

Read

Website

Community Benefit Purchasing
Project Press Release

Author: Georgian College

[View here.](#)

Website

BuyandSell.gc.ca (Government of
Canada Tender Opportunities)

Author: Procurement Assistance Canada

[View here.](#)

Website

StartUP FIU Procurement

Author: Florida International University

[View here.](#)

Book

The Problem Solver's Companion

Author: Shaun Loney

[Download here.](#)

Document

Community Benefit Purchasing
Project Regional Scan Report

Author: Eko Nomos Inc.

[Download here.](#)

Document

Buy Social Canada Social
Enterprise Certification
Presentation

Author: Buy Social Canada

[Download here.](#)

Document

Supplier Guide to Social
Procurement

Author: Buy Social Canada

[Download here.](#)

Document

Social Value Menu for Goods &
Services

Author: Buy Social Canada

[Download here.](#)

Document

Social Value Menu for Community
Benefit Agreements

Author: Buy Social Canada

[Download here.](#)

Document

Trade Agreements Primer

Author: Buy Social Canada

[Download here.](#)

Document

Mythbusting Government
Procurement

Author: Procurement Assistance Canada

[Download here.](#)

Worksheet

Supplier Procurement Readiness
Considerations

Author: Buy Social Canada

[Download here.](#)

Appendices

Appendix 1.

Supplier Questionnaire

Section 1. Introduction and consent

1. Email
2. After reading the above statement, do you consent to your participation in the interactive database by submitting responses to the questions below? (Y/N)

Section 2. Business contact information

3. Full Name
4. Business or Organization Name
5. Address
6. City/Town
7. Province
8. Postal Code
9. Email Address
10. Phone Number
11. Website

Section 3. Tell us about your organization or business

12. What region in SENCO's network do you most often operate in? (select all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Owen Sound / Grey County | <input type="checkbox"/> Orillia and surrounding area |
| <input type="checkbox"/> Collingwood / South Georgian Bay | <input type="checkbox"/> Muskoka and surrounding area |
| <input type="checkbox"/> Orangeville and Shelburne / Dufferin County | <input type="checkbox"/> Midland and surrounding area |
| <input type="checkbox"/> Barrie and surrounding area | <input type="checkbox"/> Other: |

13. Please describe the location boundaries of which you serve.

- | | |
|---|---|
| <input type="checkbox"/> Locally (within region) | <input type="checkbox"/> Nationally (across multiple provinces) |
| <input type="checkbox"/> Provincially (across the province) | <input type="checkbox"/> Internationally (across more than one country) |

14. Approximately how many paid staff does your organization or business employ?

- | | |
|----------------------------------|-----------------------------------|
| <input type="checkbox"/> 0 - 5 | <input type="checkbox"/> 21 - 50 |
| <input type="checkbox"/> 6 - 10 | <input type="checkbox"/> 51 - 100 |
| <input type="checkbox"/> 11 - 20 | <input type="checkbox"/> Other: |

15. Approximately how many volunteers do you have working for your organization or business?

- | | |
|----------------------------------|-----------------------------------|
| <input type="checkbox"/> 0 - 5 | <input type="checkbox"/> 21 - 50 |
| <input type="checkbox"/> 6 - 10 | <input type="checkbox"/> 51 - 100 |
| <input type="checkbox"/> 11 - 20 | <input type="checkbox"/> Other: |

16. What are the total revenues per year of your organization or business? Charities and non-profits please include all forms of revenue (i.e. operating budget).

- | | |
|--|--|
| <input type="checkbox"/> \$0 - \$20,000 | <input type="checkbox"/> \$500,000 - \$1,000,000 |
| <input type="checkbox"/> \$20,000 - \$50,000 | <input type="checkbox"/> \$1,000,000+ |
| <input type="checkbox"/> \$50,000 - \$100,000 | <input type="checkbox"/> Other: |
| <input type="checkbox"/> \$100,000 - \$500,000 | |

17. Please describe the product and/or service you provide.

18. Which of the following categories does your organization or business activity fall within? (select all that apply)

- | | | |
|---|---|--|
| <input type="checkbox"/> Consulting (Finance, HR) | <input type="checkbox"/> Hospitality | <input type="checkbox"/> Construction |
| <input type="checkbox"/> Creative arts and design | <input type="checkbox"/> Information technology | <input type="checkbox"/> Retail and wholesale |
| <input type="checkbox"/> Energy and utilities | <input type="checkbox"/> Law and security | <input type="checkbox"/> Training and education |
| <input type="checkbox"/> Manufacturing | <input type="checkbox"/> Leisure, sport and recreation | <input type="checkbox"/> Transportation and courier services |
| <input type="checkbox"/> Agriculture | <input type="checkbox"/> Media, marketing, advertising and PR | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Health | <input type="checkbox"/> Property and co-working space | |

19. This question is about the structure in which you operation; please select below:

- | | |
|---------------------------------------|---|
| <input type="checkbox"/> Co-operative | <input type="checkbox"/> Registered charity |
| <input type="checkbox"/> For-profit | <input type="checkbox"/> Sole proprietor |
| <input type="checkbox"/> Non-profit | |

20. Does your organization or business identify as a:

- | | |
|--|--|
| <input type="checkbox"/> Small business | <input type="checkbox"/> Social purpose organization |
| <input type="checkbox"/> Social enterprise | <input type="checkbox"/> Other: |

21. Does your organization or business have a mission or vision? (Y/N)

22. If you answered yes to the previous question, please copy/paste your mission or vision below.

23. Does your organization or business have any of the below certifications?

- | | |
|--|---|
| <input type="checkbox"/> Buy Social | <input type="checkbox"/> For Public Benefit Vendors |
| <input type="checkbox"/> Native Canadian Centre of Toronto | <input type="checkbox"/> BCorp |
| <input type="checkbox"/> Federal Indigenous Business Directory | <input type="checkbox"/> LEED |
| <input type="checkbox"/> Canadian Aboriginal and Minority Supplier Council | <input type="checkbox"/> Other: |

24. Does your organization or business align with any of the United Nations Sustainable Development Goals (SDGs) listed below? (select all that apply)

- | | | |
|---|---|---|
| <input type="checkbox"/> 1. No Poverty | <input type="checkbox"/> 8. Decent Work and Economic Growth | <input type="checkbox"/> 13. Climate Action |
| <input type="checkbox"/> 2. Zero Hunger | <input type="checkbox"/> 9. Industry, Innovation and Infrastructure | <input type="checkbox"/> 14. Life Below Water |
| <input type="checkbox"/> 3. Good Health and Well-being | <input type="checkbox"/> 10. Reduced Inequalities | <input type="checkbox"/> 15. Life on Land |
| <input type="checkbox"/> 4. Quality Education | <input type="checkbox"/> 11. Sustainable Cities and Communities | <input type="checkbox"/> 16. Peace, Justice and Strong Institutions |
| <input type="checkbox"/> 5. Gender Equality | <input type="checkbox"/> 12. Responsible Consumption and Production | <input type="checkbox"/> 17. Partnership for the Goals |
| <input type="checkbox"/> 6. Clean Water and Sanitation | | |
| <input type="checkbox"/> 7. Affordable and Clean Energy | | |

25. Does your organization or business' mandate prioritize any of the following equity-seeking groups? (select all that apply)

- | | | |
|--|--|---|
| <input type="checkbox"/> Black | <input type="checkbox"/> Women | <input type="checkbox"/> Homeless and/or At Risk |
| <input type="checkbox"/> Indigenous (First Nations, Inuit and Metis) | <input type="checkbox"/> Persons with Disabilities | <input type="checkbox"/> Newcomer and/or Refugee Status |
| <input type="checkbox"/> Persons of Colour | <input type="checkbox"/> Youth | <input type="checkbox"/> Incarcerated Persons |
| <input type="checkbox"/> LGBTQ2S+ | <input type="checkbox"/> Senior | <input type="checkbox"/> Other: |

Section 4. Tell us about yourself (and your team)

26. Would you describe yourself and/or members of your team as belonging to the following equity-seeking groups? (select all that apply)

- | | | |
|--|--|---|
| <input type="checkbox"/> Black | <input type="checkbox"/> LGBTQ2S+ | <input type="checkbox"/> Senior |
| <input type="checkbox"/> Indigenous (First Nations, Inuit and Metis) | <input type="checkbox"/> Women | <input type="checkbox"/> Newcomer and/or Refugee Status |
| <input type="checkbox"/> Persons of Colour | <input type="checkbox"/> Persons with Disabilities | <input type="checkbox"/> Other: |
| | <input type="checkbox"/> Youth | |

27. Where did you hear about us and/or find this survey?

- | | |
|---|--|
| <input type="checkbox"/> SENCO website | <input type="checkbox"/> Internal Newsletter |
| <input type="checkbox"/> SENCO sessions | <input type="checkbox"/> Social Media |
| <input type="checkbox"/> Newsletter | <input type="checkbox"/> Other: |

28. Thank you for your responses to our supplier questionnaire. If you also identify as a purchaser, would you like to opt-in to the purchaser directory by completing the purchaser questionnaire? (Y/N)

29. Is there anything else you would like to let us know?

Appendix 2.

Purchaser Questionnaire

Section 1. Introduction and consent

1. Email
2. After reading the above statement, do you consent to your participation in the interactive database by submitting responses to the questions below? (Y/N)

Section 2. Business contact information

3. Full Name
4. Business or Organization Name
5. Address
6. City/Town
7. Province
8. Postal Code
9. Email Address
10. Phone Number
11. Website

Section 3. Tell us about your organization or department

12. What region in SENCO's network is your organization located in? (select all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Owen Sound / Grey County | <input type="checkbox"/> Orillia and surrounding area |
| <input type="checkbox"/> Collingwood / South Georgian Bay | <input type="checkbox"/> Muskoka and surrounding area |
| <input type="checkbox"/> Orangeville and Shelburne / Dufferin County | <input type="checkbox"/> Midland and surrounding area |
| <input type="checkbox"/> Barrie and surrounding area | <input type="checkbox"/> Other: |

13. Please describe the location boundaries of which your organization serves.

- | | |
|---|---|
| <input type="checkbox"/> Locally (within region) | <input type="checkbox"/> Nationally (across multiple provinces) |
| <input type="checkbox"/> Provincially (across the province) | <input type="checkbox"/> Internationally (across more than one country) |

14. Approximately how many people work for your organization or within your department?

- | | |
|----------------------------------|-----------------------------------|
| <input type="checkbox"/> 0 - 5 | <input type="checkbox"/> 21 - 50 |
| <input type="checkbox"/> 6 - 10 | <input type="checkbox"/> 51 - 100 |
| <input type="checkbox"/> 11 - 20 | <input type="checkbox"/> Other: |

15. How much does your organization or department spend through procurement every fiscal year?

- | | |
|--|--|
| <input type="checkbox"/> \$0 - \$20,000 | <input type="checkbox"/> \$500,000 - \$1,000,000 |
| <input type="checkbox"/> \$20,000 - \$50,000 | <input type="checkbox"/> \$1,000,000+ |
| <input type="checkbox"/> \$50,000 - \$100,000 | <input type="checkbox"/> Other: |
| <input type="checkbox"/> \$100,000 - \$500,000 | |

16. What product and/or service does your organization or department procure the most?

17. Which of the following categories does your organization procure within? (select all that apply)

- | | | |
|---|---|--|
| <input type="checkbox"/> Consulting (Finance, HR) | <input type="checkbox"/> Hospitality | <input type="checkbox"/> Construction |
| <input type="checkbox"/> Creative arts and design | <input type="checkbox"/> Information technology | <input type="checkbox"/> Retail and wholesale |
| <input type="checkbox"/> Energy and utilities | <input type="checkbox"/> Law and security | <input type="checkbox"/> Training and education |
| <input type="checkbox"/> Manufacturing | <input type="checkbox"/> Leisure, sport and recreation | <input type="checkbox"/> Transportation and courier services |
| <input type="checkbox"/> Agriculture | <input type="checkbox"/> Media, marketing, advertising and PR | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Health | <input type="checkbox"/> Property and co-working space | |

18. Does your organization or business identify as a:

- | | |
|--|--|
| <input type="checkbox"/> Education institution | <input type="checkbox"/> Healthcare Facility |
| <input type="checkbox"/> Municipality | <input type="checkbox"/> Other: |

19. Does your organization or department have a social procurement strategy? (Y/N)

20. Does your organization / department seek to procure from suppliers with any of the below certifications? (select all that apply)

- | | |
|--|---|
| <input type="checkbox"/> Buy Social | <input type="checkbox"/> For Public Benefit Vendors |
| <input type="checkbox"/> Native Canadian Centre of Toronto | <input type="checkbox"/> BCorp |
| <input type="checkbox"/> Federal Indigenous Business Directory | <input type="checkbox"/> LEED |
| <input type="checkbox"/> Canadian Aboriginal and Minority Supplier Council | <input type="checkbox"/> Other: |

21. Does your organization or department use any type of business listing, directory, or vendor portal to procure from any of the below equity-seeking groups? (select all that apply).

- | | |
|--|---|
| <input type="checkbox"/> Black | <input type="checkbox"/> Newcomer and/or Refugee Status |
| <input type="checkbox"/> Indigenous (First Nations, Inuit and Metis) | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Persons of Colour | |

22. Does your organization or department use vendor management software? (Y/N)

23. If yes, what software do you currently use?

24. Does your organization or department work with an approved supplier list? (Y/N)

25. What vendor gaps have your organization or department(s) identified while procuring?

26. Which of the following categories does your organization procure within? (select all that apply)

- | | | |
|---|---|--|
| <input type="checkbox"/> Consulting (Finance, HR) | <input type="checkbox"/> Hospitality | <input type="checkbox"/> Construction |
| <input type="checkbox"/> Creative arts and design | <input type="checkbox"/> Information technology | <input type="checkbox"/> Retail and wholesale |
| <input type="checkbox"/> Energy and utilities | <input type="checkbox"/> Law and security | <input type="checkbox"/> Training and education |
| <input type="checkbox"/> Manufacturing | <input type="checkbox"/> Leisure, sport and recreation | <input type="checkbox"/> Transportation and courier services |
| <input type="checkbox"/> Agriculture | <input type="checkbox"/> Media, marketing, advertising and PR | <input type="checkbox"/> Other: |
| <input type="checkbox"/> Health | <input type="checkbox"/> Property and co-working space | |

27. If your organization or department already procures from social enterprise or diverse suppliers, what range do contracts fall within?

- | | |
|---|--|
| <input type="checkbox"/> 0 - \$1,000 | <input type="checkbox"/> \$10,000 - \$25,000 |
| <input type="checkbox"/> \$1,000 - \$10,000 | <input type="checkbox"/> \$25,000 and up |

Section 4. Tell us about yourself (and your team)

28. Would you describe yourself and/or members of your team as belonging to the following equity-seeking groups? (select all that apply)

- | | | |
|--|--|---|
| <input type="checkbox"/> Black | <input type="checkbox"/> LGBTQ2S+ | <input type="checkbox"/> Senior |
| <input type="checkbox"/> Indigenous (First Nations, Inuit and Metis) | <input type="checkbox"/> Women | <input type="checkbox"/> Newcomer and/or Refugee Status |
| <input type="checkbox"/> Persons of Colour | <input type="checkbox"/> Persons with Disabilities | <input type="checkbox"/> Other: |
| | <input type="checkbox"/> Youth | |

29. Where did you hear about us and/or find this survey?

- | | |
|---|--|
| <input type="checkbox"/> SENCO website | <input type="checkbox"/> Internal Newsletter |
| <input type="checkbox"/> SENCO sessions | <input type="checkbox"/> Social Media |
| <input type="checkbox"/> Newsletter | <input type="checkbox"/> Other: |

30. Thank you for your responses to our purchaser questionnaire. If you also identify as a supplier, would you like to opt-in to the supplier directory by completing the supplier questionnaire? (Y/N)

31. Is there anything else you would like to let us know?

Appendix 3.

Case Study: Community Builders

Community Builders is a Buy Social Canada certified, non-profit construction social enterprise based in Barrie, Ontario that provides construction services and trades-based training opportunities. Prior to participating in the coaching and mentorship offered through the Community Benefit Purchasing Project, they were working as a vendor with Simcoe County Housing Corporation, but looking to formalize a social procurement agreement or extended contract so that they can further their reach and impact in their community, and increase the supply of affordable housing in Central Ontario.

Goal

Based on Community Builders' current model, they require steady ongoing work to sustain the organization's programs including a trainee program for people facing barriers to employment. With a new formal or extended agreement in place, they can achieve this goal of ongoing sustainable work opportunities to support their training program and increase revenue for their social enterprise.

One of the barriers they have encountered in accomplishing this goal is that they have only been in contact with regional housing managers and are unable to reach the higher-ups needed to develop this type of agreement. They also need support creating this agreement and knowledge of other social procurement contract agreements that have been used in similar scenarios in other parts of the province and/or country.

Team & Responsibilities

Community Builders

Complete takeaway tasks, review/draft any key documents, negotiate, fulfill contract responsibilities.

Project Consultants

Set up meetings, share resources, correspondence, manage work plan, liaise between client and mentors.

Project Mentors / Coaches

Provide resources, share templates, create/review draft contracts/agreements, work with the client to build capacity.

Requested Support

To accomplish Community Builders' goals, they would need support to get in touch with stakeholders in purchasing who manage the vendor relationships for Simcoe County Housing Corporation (SCHC).

They would also need guidance and backing to approach SCHC to explore and secure a formal/extended social procurement contract. Community Builders would also require examples or templates to support them in drafting these types of agreements and engaging stakeholders to advance this type of agreement.

Brandon Day (BD), Co-Founder and CEO

Elly Green (EG), Lead

Ashleigh Addison (AA), Support

Shaun Loney (SL), Encompass Co-op

Lucas Stewart (LS), Encompass Co-op

Implementation Plan

Date	Activity	Contributor(s)
<i>By 9-Jun-21</i>	Create a list of people to contact re: brokering an official social procurement contract for Community Builders	BD
<i>9-Jun-21</i>	Coaching call with Project Mentors	BD, SL, LS, EG, AA
<i>9-Jun-21 to 17-Jun-21</i>	Draft a letter to send to Simcoe County Housing Corporation (SCHC)	BD, SL, LS
<i>9-Jun-21 to 17-Jun-21</i>	Mentors and consultants review draft letter to SCHC with Community Builders	BD, SL, LS, EG, AA
<i>10-Jun-21 to 16-Jun-21</i>	Engage expertise from Manitoba Housing to support future conversations and meetings.	BD, LS
<i>By 5-Jul-21</i>	Send finalized letter to SCHC; Attn: Carol Runnings, Manager, Housing Programs	BD
<i>5-Jul-21</i>	Second coaching call with mentors and update on letter	BD, SL, LS, EG, AA
<i>8-Jul-21</i>	Send a letter to the City of Barrie; Attn: Economic & Creative Development	EG
<i>5-Jul-21 to 7-Jul-21</i>	Consultant to reach out to appropriate contacts at SCHC to set up an initial meeting	EG
<i>15-Jul-21</i>	Meeting with SCHC re: Community Benefit Purchasing	BD, SL, LS
<i>20-Jul-21</i>	Consultant to follow up with SCHC	EG
<i>22-Jul-21</i>	Follow-up with a second email to SCHC	BD
<i>10-Aug-21</i>	Mentorship follow-up	BD, SL, LS, EG, AA
<i>Summer to Fall 2021</i>	Continue to follow up with SCHC	BD, EG
<i>27-Oct-21</i>	Check-in with consultant re: Sudbury Housing and SCHC	BD, AA
<i>Fall 2021</i>	Explore opportunities for support from Mayor and MPP	BD

Outcomes

By the end of summer 2021, Community Builders aimed to have a formal social procurement agreement in place with Simcoe County Housing Corporation (SCHC).

After the initial meeting with SCHC on July 15th, the proposed next steps did not unfold as anticipated by Community Builders. Throughout the coaching and mentorship provided from May to August 2021, no additional meetings occurred with SCHC. However, as a result of the July 15th meeting, working relationships with SCHC's Housing Managers have strengthened with Community Builders. The next course of action in this region will be to continue to strengthen the relationship with SCHC and then re-approach senior positions in procurement at SCHC, with the support of the Mayor of Barrie and the local MPP, to broker an official social procurement agreement.

Initially, Community Builders wanted to use SCHC as a demonstration project to support other initiatives by providing a tested process with template agreements. However, in the interim, Brandon Day has found success in the City of Sudbury working with their Housing Operations department through Raising the Roof's Reside program. For this program, Community Builders was able to secure long-term work to renovate 5 vacant homes into 10 affordable housing units and draft a formal agreement with the City of Sudbury's Housing Operations. As of Winter 2022, Sudbury Housing has committed to working directly with Community Builders to build additional units on an ongoing basis. Going forward this will be the template for future projects and a possible resource to get SCHC on board.

Appendix 4.

Case Study: Fourth Pig Green & Natural Construction

Fourth Pig Green & Natural Construction is a workers' cooperative, meaning they are owned and operated by their members. They currently have offices in both Muskoka and Toronto, Ontario. Fourth Pig builds, educates and consults on projects that offer ecologically balanced methods of construction and energy production to promote more sustainable and healthy communities. They are also a part of the Muskoka Housing Task Force (MHTF) and the Muskoka Community Land Trust (MCLT).

Goal

Fourth Pig would like to approach The District of Muskoka (followed by other municipalities) to enter into a procurement contract for affordable housing construction. As a leader in building sustainable housing in the Muskoka region, this would align with the local goals for the government both as a member of the Muskoka Housing Task Force (MHTF) and also as part of the Muskoka Community Land Trust (MCLT).

Requested Support

For a social procurement agreement to move forward with success, Fourth Pig needs to identify and formalize the outcomes their buildings offer considering government clients in terms of the following: health and well-being, environmental reductions (carbon, landfill, etc.), cost savings vs. initial cost, higher quality/lasting construction as well as the overall community benefits (both financial/environmental) over time.

Team & Responsibilities

Fourth Pig

Complete takeaway tasks, draft any key documents, negotiate, and fulfill contract responsibilities.

Project Consultants

Set up meetings, share resources, correspondence, manage work plan, liaise between client and mentors.

Project Mentors / Coaches

Provide resources, share templates, review draft contracts/agreements, work with the client to build capacity.

Melinda Zytaruk (MZ), General Manager

Elly Green (EG), Lead
Ashleigh Addison (AA), Support

Shaun Loney (SL), Encompass Co-op
Lucas Stewart (LS), Encompass Co-op

Implementation Plan

Date	Activity	Contributor(s)
<i>Prior to 9-Jun-21</i>	Review alignment with examples shared in Mentorship Session re: financing model (Re-Volv)	MZ
<i>9-Jun-21</i>	Coaching call with Project Mentors	MZ, SL, LS, EG, AA

<i>5-Jul-21</i>	Second coaching call with Project Mentors; Review exploration of benefits, financing, funding, donations and investing	MZ, SL, LS, EG, AA
<i>By 29-Jul-21</i>	Draft a slide deck (optional infographic included) that outlines outcomes of the July 5th meeting	MZ
<i>5-Aug-21</i>	Review pitch deck with consultant	MZ, EG
<i>10-Aug-21</i>	Coaching call with Project Mentors; Review pitch deck as a group	MZ, SL, LS, EG, AA (with cohort)
<i>25-Aug-21</i>	Application Submitted to The National Housing Strategy Demonstrations Initiative; to fund the demonstration, in a real environment, of solutions supporting housing affordability, the National Housing Strategy priority areas, population groups and outcomes.	MZ
<i>2-Nov-21</i>	Follow-up call with consultant	MZ, EG
<i>Dec-21</i>	National Housing Strategy announces finalists	N/A
<i>By 31-Dec-21</i>	Update and Refine Pitch Deck per feedback from mentorship call; Highlight equity “women in trades”, health benefits and financial returns, and add team photos	MZ
<i>By 31-Dec-21</i>	Present pitch deck to municipalities, Chambers of Commerce and other investors	MZ

Outcomes

At the end of the summer of 2021, through coaching, Fourth Pig was able to better articulate the outcomes and value proposition in the form of a pitch deck and infographic with the help of the coaches and the consultants. They also identified new impact areas tied to the construction industry previously not shared, including equity through hiring 50% women. Fourth Pig also refined communication tied to the financial Return on Investment (ROI) over a 60yr period which outlined the health benefits of sustainable and eco-friendly housing.

Originally, Fourth Pig had planned to share the deck created during this process with the municipalities within the district of Muskoka, however, instead they used elements from their application to the [National Housing Strategy Demonstrations Initiative](#). They also used this opportunity to reach out to the District of Muskoka for a letter of support in the application for the grant.

Fourth Pig was pleased to be awarded full funding for their submission, which will help them achieve their goals of building sustainable, affordable housing. Through this grant, they will also have the opportunity to work with First Nations housing consultants and continue to build their relationship with the District of Muskoka for future pitches.

Appendix 5.

Case Study: Launch Pad Youth Skills & Technology Centre

Launch Pad Youth Skills & Technology Centre (YSTC) is a regional not-for-profit youth centre in Hanover, Ontario. Through skill-building, they promote the positive skill development of youth aged 12-18 both in Hanover and surrounding areas.

Launch Pad has developed a total of two social enterprises to date: a rental initiative and an ice cream truck, and now is eager to explore a picnic table/outdoor furniture venture which will focus on supporting youth to build skills in the woodworking and welding programs. Their social enterprises serve to both generate revenue for the non-profit as well as build skills and employ youth.

Goal

Launch Pad is looking to secure procurement contracts for their outdoor furniture business but would also like to use that as a pathway to building more awareness for their non-profit and receive more “buy-in” from Grey Bruce and neighbouring municipalities.

Requested Support

Launch Pad is developing its business plans and will need additional support in creating a pitch deck for municipalities that highlights the outcomes and community benefits of their model to secure more non-profit investments, procurement contracts, and overall brand awareness for their non-profit.

They are also looking for assistance in creating an infographic that clearly outlines the outcomes for the social enterprise. They are also looking to learn from the experts about case studies of pre-existing youth-run social enterprises.

Team & Responsibilities

Launch Pad (LP)

Complete takeaway tasks, draft any key documents, negotiate, fulfill contract responsibilities.

Emily Morrison, Executive Director

Justin Graham, Program Manager

Project Consultants

Set up meetings, share resources, correspondence, manage work plan, liaise between client and mentors.

Elly Green (EG), Lead

Ashleigh Addison (AA), Support

Project Mentors / Coaches

Provide resources, share templates, review draft contracts/agreements, work with the client to build capacity.

Shaun Loney (SL), Encompass Co-op

Lucas Stewart (LS), Encompass Co-op

Implementation Plan

Date	Activity	Contributor(s)
<i>By 7-Jun-21</i>	Explore demand for woodworking products/market	LP
<i>By 7-Jun-21</i>	Explore potential customers based on products above (contractors, hardware stores, social services)	LP
<i>By 7-Jun-21</i>	Explore potential contracts coming out	LP
<i>By 7-Jun-21</i>	Explore ways to articulate a Unique Selling Proposition (USP)	LP
<i>By 7-Jun-21</i>	Explore future opportunities for woodshop, i.e. Merx, Etsy, Municipal Manager, Chamber of Commerce and Buy Social Canada	LP
<i>7-Jun-21</i>	Call with consultant	LP, EG
<i>9-Jun-21</i>	Coaching call with Project Mentors	LP, SL, LS, EG, AA
<i>9-Jun-21</i>	Follow-up call with consultant	LP, EG
<i>By 5-Jul-21</i>	Create a draft slide deck and draft image/infographic that includes the above explored business areas	LP
<i>5-Jul-21</i>	Second coaching call with Project Mentors; Review deck and infographic	LP, SL, LS, EG, AA
<i>27-Jul-21</i>	Update slide deck with a graphic for consultant to review	LP
<i>28-Jul-21</i>	Pitch deck review with consultant	LP, EG
<i>10-Aug-21</i>	Coaching call with Project Mentors	LP, SL, LS, EG, AA
<i>21-Oct-21</i>	Submit Buy Social Canada social enterprise certification application; First independent social enterprise in a rural community	LP
<i>27-Oct-21</i>	Follow-up call with consultant	LP, AA
<i>Sept-21 to Oct-21</i>	Share pitch deck with funders and 7 municipalities	LP

Outcomes

By December 31, 2021, Launch Pad set out to have several purchase orders in place for their picnic tables and other outdoor furniture from their woodworking program. Launch Pad was also in conversations with several municipalities in Grey Bruce to pitch opportunities on how municipalities can support Launch Pad in their social enterprise endeavours.

During the mentorship and coaching in the summer of 2021, Launch Pad was able to create a compelling pitch deck and infographic that clearly outlined the benefits of social procurement, precisely the benefits of procuring from their social enterprise. After their mock presentation in the August mentorship session, Launch Pad was ready to approach the municipalities in the Fall to book presentations.

In the Fall of 2021, Launch Pad was able to book 7 presentations and of those completed, they have signed contracts from 3 clients in their region: a municipality, a regional council and a local restaurant who specifically asked for their mobility accessible picnic tables, for a total of 30+ tables. North Bruce Peninsula council is now in talks about creating a social procurement policy after meeting with Launch Pad.

In the Fall of 2021, After attending the Buy Social Canada Social Enterprise Certification information session, Launch Pad submitted their application to become Buy Social Canada certified. They are now the first Buy Social Canada certified independent social enterprise in a rural community.

The next step for Launch Pad is planning for the next cohort of youth entrepreneurs and working with local schools to become a co-op placement location for students. With all of their success, they can say with confidence that they will be providing a steady stream of work for the next cohort of youth.

Appendix 6.

Case Study: Town Tees

Town Tees is a custom apparel decoration and print company specializing in vinyl & digital transfer, embroidery, sublimation, design & fulfilment. Founder Andrew James is also a co-founder of an arts-centred, youth-focused charity called Streams Community Hub, also based in Shelburne, Ontario. As a diverse-owned business, Town Tees would like to move its current business model into a social enterprise framework. Their vision is to be completely youth-run and managed with profits being invested back into youth arts programming via Streams Community Hub.

Goal

Town Tees is seeking to secure social procurement contracts and would like to position itself as a social enterprise. They are also interested in exploring ways to share their impact with potential clients. The social enterprise concept and infrastructure are already in place but not yet formalized within the organization.

Currently, their impact can be summed up in one of three ways:

1. *Youth employment & development*; helping those facing barriers to entering the labour market get the skills and professional training they need to build their future careers, and helping youth find their place in society and the workforce.
2. *Providing a revenue stream* that directly supports arts-based education for youth via Streams Community Hub.
3. *Providing a platform* for non-profit groups and/or councils to raise money through wholesale purchasing as well as providing an e-commerce platform to generate funds for local causes through apparel sales (ex: parent councils and raising awareness for scoliosis).

Requested Support

Town Tees is hoping for support and mentorship to assist them in formalizing their business as a social enterprise and position themselves for social procurement contracts within this framework and as a diverse supplier.

Town Tees was identified as an ideal candidate to respond to the Request for Quote (RFQ) shared by Georgian College seeking supplier(s) for their 2021 Fall Swag order (approx. \$50k). They seek support in this process, being their first RFQ with an institution.

Team & Responsibilities

Town Tees

Complete takeaway tasks, draft any key documents, negotiate, fulfill contract responsibilities.

Project Consultants

Set up meetings, share resources, correspondence, manage work plan, liaise between client and mentors.

Project Mentors / Coaches

Provide resources, share templates, review draft contracts/agreements, work with the client to build capacity.

Andrew James, Owner

Elly Green (EG), Lead
Ashleigh Addison (AA), Support

Shaun Loney (SL), Encompass Co-op
Lucas Stewart (LS), Encompass Co-op

Implementation Plan

Date	Activity	Contributor(s)
<i>7-Jun-21</i>	Georgian College Students' Association (GCSA) Request for Quote (RFQ) reviewed by Town Tees	AJ
<i>7-Jun-21</i>	Call with consultant re: session and RFQ	AJ, EG
<i>9-Jun-21</i>	Coaching call with Project Mentors	AJ, SL, LS, EG, AA
<i>By 14-Jun-21</i>	Draft content for RFQ; Create a cover letter and mission statement, send to consultants for review	AJ
<i>By 16-Jun-21</i>	Consultants and mentors review RFQ	SL, LS, EG, AA
<i>18-Jun-21</i>	Submit RFQ response by June 18th deadline	AJ
<i>By 27-Jul-21</i>	Connect with Brandon Day from Community Builders re: transitioning from a for-profit to a non-profit structure	AJ
<i>27-Jul-21</i>	Second coaching call with Project Mentors; RFQ lessons learning, transition to non-profit structure, review of draft mission statement	AJ, SL, LS, EG, AA
<i>10-Aug-21</i>	Mentorship follow-up; Update on RFQ process, updated mission statement, update on transition to non-profit structure	AJ, SL, LS, EG, AA (with cohort)
<i>Summer to Fall 2021</i>	Work with an accountant to review what works best for Town Tees re: funding, taxes and assets within structures; How to keep assets within the corporation and maybe create another non-profit that works with James Inc. and Streams. Explore several business structures/ entities.	AJ
<i>Aug-21</i>	Research funding for Black-owned businesses	AJ
<i>Sept-21</i>	Received BDC Business Loan; supports employment and equipment for Town Tees	AJ
<i>28-Oct-21</i>	Follow-up call with consultant	AJ, AA

Outcomes

Throughout the course of the coaching received through the Community Benefit Purchasing Project, Town Tees explored moving into a non-profit structure and applying for Buy Social Canada social enterprise certification to communicate their value proposition when responding to RFQs or bids. Towns Tees also engaged in the opportunity to bid on an RFQ posted by Georgian College's Students' Association, and through coaching with project mentors and consultants, they successfully submitted their first RFQ response.

Although unsuccessful in the award for the RFQ, this process served as a great learning opportunity to discover ways to be competitive in social procurement bids. After the August mentorship session and through exploration of additional resources and engagement with experts, Town Tees decided that it was best to keep a for-profit structure at this time in order to remain a family-run business and to access specific Black-owned funding such as the BDC Business Loan, for which Town Tees was awarded in early September 2021. Town Tees plans to use this funding to scale their business by investing in equipment, staffing, and renting a location.

By remaining a for-profit business Town Tees is no longer eligible for Buy Social Canada Certification or any philanthropic exemptions in social procurement award. However, Town Tees will still benefit from their partnerships with Streams charity and will work to better communicate that relationship moving forward in all of Town Tees marketing and communications.

- Town Tees will be featured in the upcoming press release announcing the launch of Streams as a supporter and their commitment to donating the majority of their profits to the charity;
- Town Tees will mention the above impacts on purchase cards to their customers; and
- Town Tees will rent space from Streams (landlord) starting early 2022.

As a diverse-owned, youth-focused business, and through their affiliation with Streams Community Hub, Town Tees now feel they have the right tools to move forward in social procurement and future bidding opportunities as well as an understanding of their impact as a social enterprise.

Appendix 7.

Case Study: Georgian College ONEcard Office

ONEcard is the official Georgian College identification card for students. Features extend far beyond a simple student ID; “it’s your student card, library card, print card, athletic centre pass, bus pass, and a convenient method of payment for select vendors and services both on and off-campus – all in one!” The ONEcard is also used for gaining access to services and events, such as city transit, the fitness centre, library and print. It is a secure method of payment at participating stores and restaurants, on and off campus, and can be used to track spending and manage budgets.

Goals

(1) Connect students/ONEcard holders with the best services possible, by (2) creating a new matrix to assess the value of a new vendor (including those that add a social value) and what they would bring to a ONEcard partnership; and

(3) Implement social procurement practices into current department spending by creating a list of swag/merchandise suppliers, updating the vendor application form with new fields to indicate social enterprises and diverse vendors, and pursuing direct award when possible to suitable social procurement vendors.

Requested Support

(1) Overall direction from the College of what any institutional priorities are, i.e. the best value, the cheapest product or the one that has the most social impact;

(2) Access to a directory of suppliers that includes info re: which identify as social enterprises, diverse indicators, and more; and

(3) Ability to access social procurement resources to help inform future spending.

Team & Responsibilities

ONEcard Office

Attend Community of Practice meetings, complete takeaway tasks for set goals

Project Consultants

Social Procurement expertise, knowledge and network

Additional Support

Jennifer McDonald (JM), ONEcard Officer

Elly Green (EG), Lead

Ashleigh Addison (AA), Support

Jenna Stevenato (JS), Support

Anne Collins (AC), Manager, Purchasing Services

Alyshia Crawford (ACrawford), Purchasing Analyst

Implementation Plan

Date	Activity	Contributor(s)
<i>28-Jan-21</i>	Georgian College Social Procurement Community of Practice (COP) meeting	COP Members
<i>24-Feb-21</i>	Goal Setting in Mural Exploration of spending portfolio for the purposes of setting social procurement goals and support required to achieve these goals	EG, JM
<i>14-Apr-21</i>	Individual Manager meeting Meeting with the manager to discuss in further detail the goals set in Mural	EG, JM
<i>29-Apr-21</i>	Georgian College Social Procurement COP meeting	COP Members
<i>By 17-May-21</i>	Explore potential new vendor, the Barrie Furniture Bank (FB), a social enterprise that could offer furniture and FB services to students through ONEcard	EG, JM, JS
<i>17-May-21</i>	New ONEcard vendor proposed to Barrie Furniture Bank leadership team	EG, JS
<i>1-Jun-21</i>	Stakeholder meeting with FB, GCSA and Kelly Duggan (Georgian faculty) to discuss ONEcard vendor onboarding for FB and a student referral process	EG, JS
<i>17-Jun-21</i>	Follow-up meeting with Barrie Furniture Bank leadership team	EG, JS
<i>28-Jun-21</i>	Second stakeholder meeting; decision to launch small pilot to offer 'furniture kits' to 5-10 students at Georgian College, with GCSA coordinating the intake and selection process	EG, JS
<i>20-Jul-21</i>	Georgian College Social Procurement COP meeting	COP Members
<i>21-Sept-21</i>	Georgian College Social Procurement COP meeting	COP Members
<i>9-Nov-21</i>	Georgian College Social Procurement COP meeting; Decision to launch a second pilot for a swag order of under \$10,000 (direct contract award)	COP Members
<i>By 14-Dec-21</i>	Conduct research to secure additional social enterprise and diverse suppliers to participate in the pilot as vendors	AA, ACrawford
<i>By 14-Dec-21</i>	Establish scoring matrix to evaluate vendor applicants considering Sustainable Development Goals (SDGs) Georgian College is exploring, including criteria based on physical proximity, diversity and price	EG, JM, AC
<i>19-Jan-22</i>	Evaluate vendor applicants based on new scoring matrix and select a vendor for direct award	JM
<i>15-Feb-22</i>	Georgian College Social Procurement COP meeting	COP Members

Outcomes

Throughout the summer of 2021, while the ONEcard office supported the Georgian College Students' Association (GCSA) pilot, they used the knowledge built and resources provided to create a new onboarding process for ONEcard vendors.

ONEcard recreated their weighted criteria to onboard new vendors and update their processes, enabling more pathways to social procurement. This new vendor onboarding process included questions to identify new vendors' economic, environmental and social impact / priorities.

ONEcard met their initial goals to provide the best services both in value and quality for their students and achieve social impact in the community. In Winter 2021, ONEcard successfully conducted a pilot that incorporated social procurement practices and moved forward with direct award to several social purpose vendors. This project provided the ONEcard team with many opportunities to build new knowledge and re-evaluate the meaning of value regarding all purchases and products procured in the department.

Appendix 8.

Case Study: Georgian College Students' Association (GCSA)

The Georgian College Students' Association (GCSA) is a recognized and engaged executive council that promotes the rights of students, heightens student engagement, and enhances the quality of student life. It prepares confident leaders of tomorrow while respecting the diversity and strength of all, and continuously assesses, adapts and grows to fit the needs of an increasingly diverse student body.

Goals

- (1) Explore social procurement objectives for an upcoming GCSA executive order;
- (2) Discover other areas of purchasing that social procurement objectives can also be applied to; and
- (3) Move forward with a purchasing pilot for swag/merchandise in the summer of 2021.

Requested Support

- (1) Guidance from overall leadership and purchasing department on how to implement social procurement practices in alignment with the college's policies and procedures; and
- (2) Mentorship and coaching from project consultants to help implement social procurement into the next pilot / purchase order.

Team & Responsibilities

GCSA

Attend Community of Practice meetings, complete takeaway tasks for set goals

Mike Zecchino (MZ), Manager, Student Life

Sheona Morrison (SM), Manager, Student Experience

Kim SmithHogan (KSH), Student Life Accounting Officer

Sarah Benoit (SB), Student Life Graphic and Communications Specialist

Alexandra Aiken (AAiken), VP of Student Sustainability

Project Consultants

Social Procurement expertise, knowledge and network

Elly Green (EG), Lead

Ashleigh Addison (AA), Support

Additional Support

Jennifer McDonald (JM), ONEcard Officer

Anne Collins (AC), Manager, Purchasing Services

Alyshia Crawford (ACrawford), Purchasing Analyst

Implementation Plan

Date	Activity	Contributor(s)
<i>28-Jan-21</i>	Georgian College Social Procurement Community of Practice (COP) meeting	COP Members
<i>24-Feb-21</i>	Goal Setting in Mural Exploration of spending portfolio for the purposes of setting social procurement goals and support required to achieve these goals	EG, MZ
<i>14-Apr-21</i>	Individual Manager meeting Meeting with the manager to discuss in further detail the goals set in Mural	EG, MZ
<i>29-Apr-21</i>	Georgian College Social Procurement COP meeting	COP Members
<i>13-May-21</i>	Procurement Pilot Planning next steps; review email conversations, confirm key dates and timing, update on briefs and processes with key suppliers (work plan), follow up with an introductory meeting	EG, MZ, JM
<i>26-May-21</i>	Follow-up: Procurement Pilot Planning (Part 1); Request for Quote (RFQ) discussion and mapping	EG, MZ, JM
<i>1-Jun-21</i>	Follow-up: Procurement Pilot Planning (Part 2); finalize RFQ	COP Members
<i>4-Jun-21</i>	Discussion re: evaluation criteria to prep final components for the RFQ pilot	EG, MZ, JM
<i>16-Jun-21</i>	Evaluation Guideline development for pilot; review the weighted criteria (created by the Purchasing Manager at Georgian), send out GCSA's RFQ, review how to evaluate incoming quotes, and have purchasing representatives walk through the process and support guidelines	EG, MZ, KSH, AC
<i>21-Jun-21</i>	RFQ evaluation executed and completed by June 21st, 2021	EG, MZ, SM, KSH, JM, AC, ACrawford, AAiken
<i>22-Jun-21</i>	RFQ pilot review meeting; a "sore thumb" review of the accumulated scores and recommend the supplier(s)	MZ, SM, KSH, AAiken
<i>20-Jul-21</i>	Georgian College Social Procurement COP meeting; RFQ pilot debrief	COP Members
<i>21-Sept-21</i>	Georgian College Social Procurement COP meeting	COP Members
<i>9-Nov-21</i>	Georgian College Social Procurement COP meeting; exploration of another pilot using the Community Benefit Purchasing Project Supplier Directory with goal to award one supplier for each product purchased	COP Members
<i>5-Jan-22</i>	Check-in meeting with project consultant	SM, AA, KSH
<i>15-Feb-22</i>	Georgian College Social Procurement COP meeting	COP Members

Outcomes

In the summer of 2021, the Georgian College Students' Association (GCSA) successfully worked with Georgian College's Social Procurement Community of Practice (COP) to roll out a pilot focused on a Request for Quote (RFQ) for 'swag'. The RFQ was posted with 30 items that included merch items, printing and apparel with a combined budget of approximately \$50,000.

GCSA informed the criteria for the evaluation, with support from the Purchasing Department, project consultants and COP members to operationalize a social procurement weighted scoring model. The new model added social and environmental categories that included diversity, equity and sustainability. For the first time at Georgian College, vendors responding to an RFQ were evaluated by new categories that considered their social and environmental impact.

GCSA will continue to incorporate a social procurement weighting into their purchasing evaluations moving forward and apply the lessons learned from the RFQ pilot into future purchases. They also are exploring more opportunities for social procurement and are looking at implementing another RFQ with their Student Planner through the printing of up to 7,000 copies annually or through advertising and sponsorship within the Planner.

Appendix 9.

Case Study: Georgian College Purchasing Services

Purchasing Services is a department at Georgian College that provides resources related to corporate procurement and contracting of goods, services and consulting. The procurement team conducts procurement activities across the college as a service department, including acquisition, negotiation, contract management, trade and legal compliance and supply chain risk mitigation. The Purchasing Services team worked alongside the Community Benefit Purchasing Project Lead Consultant to support all pilots and work done through the Georgian College Social Procurement Community of Practice (COP). Suzie Addison-Toor, Director of Social Innovation and Student Success, supported this team in the exploration of new objectives that would incur changes to procurement policy and procedures ensuring alignment with college-wide goals and strategies.

Goals

- (1) Explore social procurement objectives in alignment with Georgian's new strategic plan and Equity, Diversity and Inclusion (EDI) plan in development and other applicable strategies;
- (2) Explore updates to purchasing policy/procedures to include social procurement practices;
- (3) Update new vendor intake form to include social and diverse self-identifiers for all new suppliers at Georgian;
- (4) Draft, soft launch and finalize internal purchasing social procurement website;
- (5) Add social procurement to external Georgian College purchasing web page;
- (6) Support all Community of Practice pilots with purchasing expertise; and
- (7) Build connections with other institutions working in social procurement in Ontario.

Requested Support

- (1) Connections to other institutions exploring and rolling out social procurement in their operations;
- (2) Knowledge and expertise in social procurement implementation and training;
- (3) Access to lists, directories and databases of social enterprise and diverse suppliers; and
- (4) Leadership direction to align institutional objectives to purchasing services' activities.

Team & Responsibilities

Leadership Support

Strategic alignment, college-wide internal culture and external communities

Suzie Addison-Toor (SAT), Director of Social Innovation and Student Success

Christine Hiles (CH), Operations Manager of Social Innovation and Student Success

Purchasing Services

Purchasing expertise, upholding college procedures and policies, alignment with trade agreements and procurement directives

Anne Collins (AC), Manager, Purchasing Services
Alyshia Crawford (ACrawford), Purchasing Analyst

Project Consultants

Social Procurement expertise, knowledge and network

Elly Green (EG), Lead
Ashleigh Addison (AA), Support

Implementation Plan

Date	Activity	Contributor(s)
<i>28-Jan-21</i>	Georgian College Social Procurement Community of Practice (COP) meeting	COP Members
<i>24-Feb-21</i>	Goal Setting in Mural Exploration of spending portfolio for the purposes of setting social procurement goals and support required to achieve these goals	EG, ACrawford
<i>29-Apr-21</i>	Georgian College Social Procurement COP meeting	COP Members
<i>13-May-21</i>	Next Steps: Procurement planning; create new vendor form and process for onboarding new vendors	EG, ACrawford
<i>27-May-21</i>	Introductory meeting to review project opportunities	EG, AC, SAT
<i>8-Jun-21</i>	Follow-up: Procurement Planning (Part 1); Update new vendor form with equity and diversity definitions and update internal purchasing website (Peoplesoft) with definitions and FAQs	EG, ACrawford
<i>29-Jun-21</i>	COP Leadership discussion; GCSA pilot, social procurement policy draft and guidelines	EG, AC, SAT
<i>20-Jul-21</i>	Georgian College Social Procurement COP meeting	COP Members
<i>28-Jul-21</i>	COP Leadership discussion; Social procurement policy draft and guidelines	EG, AC, SAT
<i>Fall 2021</i>	Series of meetings with Georgian Leadership stakeholders and departments to discuss social procurement alignment with the Strategic Plan and new EDI plan;	AC, SAT
<i>Fall 2021</i>	Lead Consultant facilitated engagement with social procurement experts and organizations implementing social procurement practices, including: <ul style="list-style-type: none"> ● AnchorTO at City of Toronto ● Tony DeSciscio (former Georgian purchasing manager) ● Buy Social Canada ● University of Toronto ● York University ● Georgian Bay Area Public Purchasing Cooperative (GBAPPC) 	EG, AC
<i>Sept-21</i>	Participate in Buy Social Canada's Social Procurement Professional Certificate training program (4 sessions)	EG, AC
<i>14-Sept-21</i>	COP Leadership discussion; Share progress updates	EG, AC, SAT
<i>21-Sept-21</i>	Georgian College Social Procurement COP meeting	COP Members
<i>15-Oct-21</i>	COP Leadership discussion; Based on learnings from training certificate, pitch recommendations for next steps to leadership	EG, AC, SAT

<i>9-Nov-21</i>	Georgian College Social Procurement COP meeting	COP Members
<i>15-Dec-21</i>	Meeting with Georgian's Accounting Controller and VP of Student Success and Corporate Services to present key recommendations and opportunities in social procurement	EG, AC, SAT, CH
<i>15-Feb-22</i>	Georgian College Social Procurement COP meeting	COP Members

Outcomes

Purchasing Services at Georgian College played a significant role in exploring and implementing social procurement activities tied to the Community of Practice (COP) formed as a result of the Community Benefit Purchasing Project, including multiple pilots. Purchasing Services also took on several key tasks within their department to aid future social procurement development, including: updating its websites, intake forms and databases with social procurement language and resources.

In the Fall of 2021, Purchasing Services incorporated social procurement into their department's professional development by participating in the first Buy Social Canada Social Procurement Professional Certificate cohort. As a result of their learning from this program, Anne Collins (Manager, Purchasing Services) and Elly Green (Project Consultant) explored, compiled and proposed recommendations for Georgian College considering social procurement alignment through college-wide objectives and the strategic plan. These recommendations were then passed up to the Senior Leadership Team via Suzie Addison-Toor, Director of Social Innovation and Student Success.

Purchasing Services will continue to work with leadership to develop a draft social procurement policy and act as a resource for staff who want to explore social procurement tools and resources explored and established for the college. They will also take on the role of leading the Social Procurement Community of Practice, to continue the momentum of progress made at the College.

Endnotes

¹Georgian College

https://www.georgiancollege.ca/ashoka/senco-purchasing-project/?mc_cid=853c6fa0e9&mc_eid=UNIQID

²Social Enterprise Council of Canada

<https://secouncil.ca/>

³City of Toronto

<https://www.toronto.ca/business-economy/doing-business-with-the-city/social-procurement-program/>

⁴Investopedia

<https://www.investopedia.com/terms/p/procurement.asp>

⁵Buy Social Canada

<https://www.buysocialcanada.com/learn/what-is-social-procurement/>

⁶Ontario Trillium Foundation

<https://www.otf.ca/who-we-are/about-us/mission-and-values>

⁷Ontario Trillium Foundation

<https://www.otf.ca/who-we-are/about-us/investment-strategy>

⁸Ashoka Worldwide

<https://www.ashoka.org/en-ca>

⁹Ibid.

¹⁰Georgian College

<https://www.georgiancollege.ca/community-alumni/changemaker-college/>

¹¹Social Enterprise Network of Central Ontario

<https://senco.io/>

¹²Eko Nomos

https://static1.squarespace.com/static/5edbf7b82188e55de5cf1ba8/t/62091db9e058857d0d6f91f9/1644764602270/SENCO_Ashoka_Regional+Scan+Scoping+Report.pdf (p. 7)

¹³Georgian College

<https://www.georgiancollege.ca/community-alumni/changemaking-social-innovation/changemaker-in-residency-week/>

¹⁴AshokaU

<https://ashokau.org/exchange/>

¹⁵NACCU

<https://naccu.org/page/naccu2021>