



# Advancing socio-economic benefits in your community

February 11<sup>th</sup>, 2025

# Land Acknowledgement

We acknowledge that the land in which we gather today is the traditional unceded and unsurrendered territory of the Wəlastəkwiyyik/Wolastoqiyik (WOOL-ah-sto-gway) Peoples. This territory is covered by the “Treaties of Peace and Friendship” which Wəlastəkwiyyik, Mi’kmaq and Passamaquoddy Peoples first signed with the British Crown in 1725. The Treaties did not deal with surrender of lands or resources but in fact recognized Mi’kmaq and Wəlastəkwiyyik title and established the rules for what was to be an ongoing relationship between equal nations

# Workshop Facilitators

**Maria Adelaida Fernandez** (she/her/elle)

Socio-Economic Benefits Specialist, Green Municipal Fund

**Tori Williamson** (she/her/elle)

Chief Operating Officer, Buy Social Canada

# Today's Learning Objectives

By the end of the workshop you will...

- Name the 5 GMF socio-economic benefit indicators
- Develop approaches to apply each indicator to your project
- Be inspired to pursue socio-economic benefits on your projects
- Identify how monitoring these indicators will help improve the social outcomes of your projects
- Locate additional resources for further learning



# Agenda

- Welcome
- Introduction to Socio-Economic Benefits
- Indicator 1. Inclusive community engagement + Activity
- Indicator 2. Social procurement + Activity
- Break
- Indicator 3. Accessibility
- Indicator 4. Improved shared spaces
- Indicator 5. Inclusive employment and apprenticeship



# Welcome Activity



# Mix and Mingle Activity

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Walk around and find a new person to mingle with.  
Each question will have 2 minutes, then we'll let you know to swap and move to a new person.

## Mingle 1.

**"Where did you grow up? What values did you take from there?"**

# Mix and Mingle Activity

---

Walk around and find a new person to mingle with.  
Each question will have 2 minutes, then we'll let you know to swap and move to a new person.

## Mingle 2.

**"Where did you go to school/university? What is the wackiest or strangest job you've ever had?"**



# Mix and Mingle Activity

---

Walk around and find a new person to mingle with.  
Each question will have 2 minutes, then we'll let you know to swap and move to a new person.

## Mingle 3.

"Where do you find peace? What brings you joy?"

# Let's shape an inclusive space

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**Diversity** is the presence of “difference” within a given setting. Differences can arise in our appearances, thoughts, likes and dislikes, values, and identities.



# Let's shape an inclusive space

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While 'equality' means 'sameness', **equity** means fair treatment, fair access, fair opportunity and fair advancement for all people.



# Let's shape an inclusive space

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**Inclusion** is the act of creating environments in which people feel like they can bring their authentic selves to a place, an exchange.



# Let's Brainstorm

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How will we work together to ensure an inclusive space in our workshop today?





# **Introduction to Socio- Economic Benefits**

# Socio-Economic Benefits

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## **Ripple effects of decisions**

It's not just what you do.

It's how you do it.

And who you do it with.



# 5 INDICATORS

## Socio-Economic Benefits Measurement Framework

### SOCIAL PROCUREMENT

ALL PROJECTS

Clients' procurement practices, and measuring our funding's social impact

### COMMUNITY ENGAGEMENT

ALL PROJECTS

Inclusive engagement practices implemented throughout the project

### ACCESSIBILITY

ALL PROJECT TYPES

Accessibility in their project (physical elements and other measures)

### INCLUSIVE EMPLOYMENT

ONLY CAPITAL PROJECTS

Measuring demographic data on staff and apprentices employed throughout the construction phase

### IMPROVED SHARED SPACES

ALL PROJECT TYPES

Physical and intangible elements, and enhanced safety and security elements that improve quality of life

# 5 INDICATEURS

## Cadre de mesure du rendement de l'impact socio-économique

### APPROVISIONNEMENT SOCIAL

TOUS LES PROJETS

Pratiques d'approvisionnement des clients et mesure de l'impact social du financement du FMV

### ENGAGEMENT DE LA COMMUNAUTÉ

TOUS LES PROJETS

Pratiques d'engagement inclusif mises en place pendant le projet

### ACCESSIBILITÉ

TOUS TYPES DE PROJET

Mesures d'accessibilité (éléments physiques et mesures particulières)

### EMPLOI INCLUSIF

JUSTE PROJETS D'IMMO.

Mesurer les données démographiques des employé(e)s et apprenti(e)s embauché(e)s pendant la construction

### ESPACES PARTAGÉS AMÉLIORÉS

TOUS TYPES DE PROJET

Éléments physiques et intangibles ainsi qu'éléments qui augmentent la santé et la sécurité, pour une meilleure qualité de vie

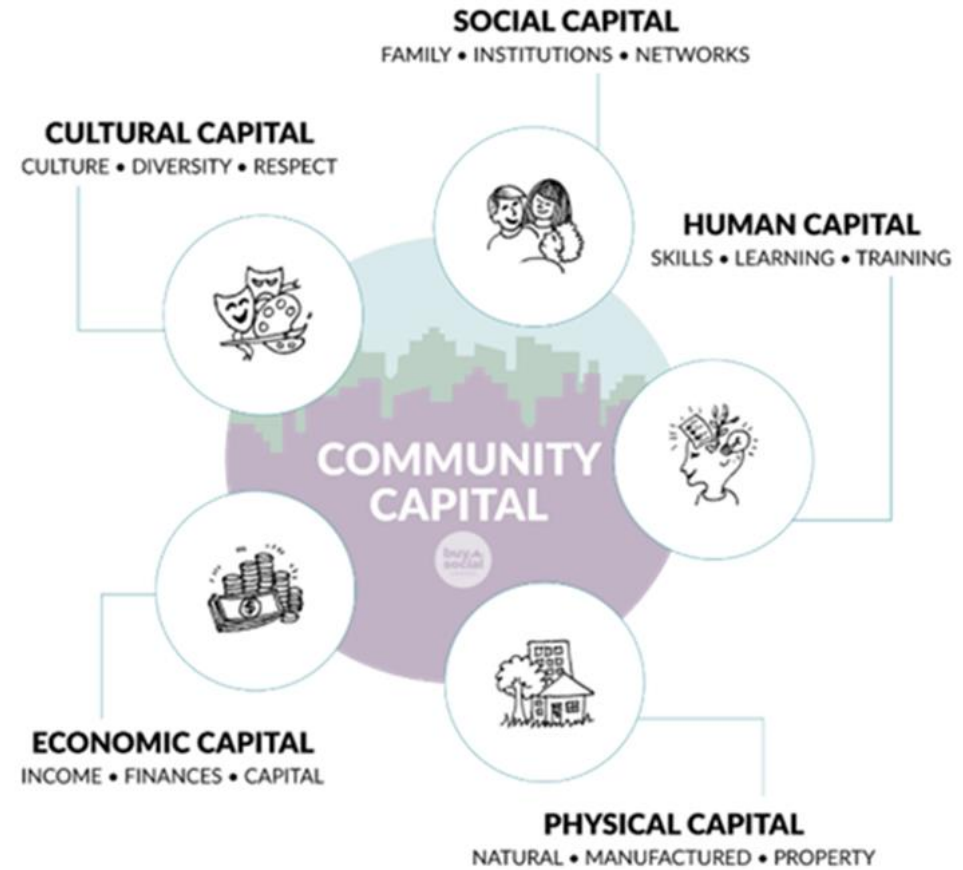




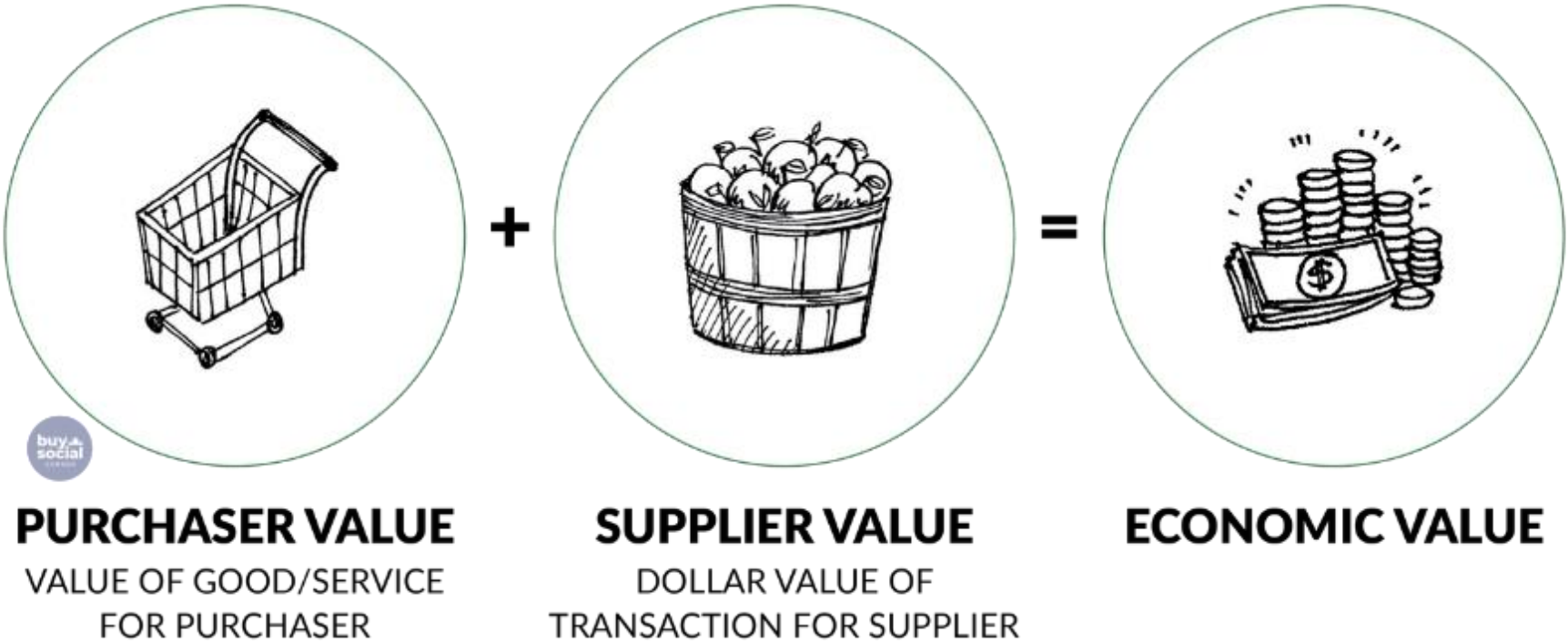
# Community Capital

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Healthy communities are rich in community capital



# Conventional procurement



# Social Procurement

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# Emerging Across Canada

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## Federal Government

- Policy and Procedures for Goods and Services – PSPC
- Community Employment Benefit Policy – Infrastructure Canada

## Municipalities

- Toronto, Brampton, Edmonton, Wood Buffalo, Vancouver, Surrey, Victoria, Tofino, Campbell River, Comox, Peterborough, Winnipeg, Calgary

## Institutions

- BC Housing
- Ottawa Housing
- York University
- Ontario College of Art & Design
- Destination Vancouver
- Explore Edmonton

## Corporations

- Chandos Construction
- SAP
- BIRD
- Delnor
- Clark Builders
- J & J







# Workshop Scenario

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Not just what you do.

- Revitalizing an out of use fire hall to build a new community asset

How you do it.

- 5 indicators

Who you do it with.

- Diverse groups, under-represented voices, persons with disabilities.





**Indicator 1. Inclusive  
Community  
Engagement**

# Inclusive Community Engagement



Photo Credit: Yvonne Hollandy


- A process.
- Participation of members of a community to assess, plan, implement, and evaluate solutions to problems that affect them.
- Involves interpersonal trust, communication, and collaboration.
- Includes all community members.





# Levels of Engagement

From IAP2 – International Association of Public Participation

**INCREASING IMPACT ON THE DECISION** 

	<b>INFORM</b>	<b>CONSULT</b>	<b>INVOLVE</b>	<b>COLLABORATE</b>	<b>EMPOWER</b>
<b>PUBLIC PARTICIPATION GOAL</b>	To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
<b>PROMISE TO THE PUBLIC</b>	We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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# Engagement Roadmap

## Plan

Identify the key groups in your community for inclusive engagement

Strategize what level of engagement you will conduct and build an engagement plan

## Implement

Deliver meaningful engagement and bring the key community groups to the table

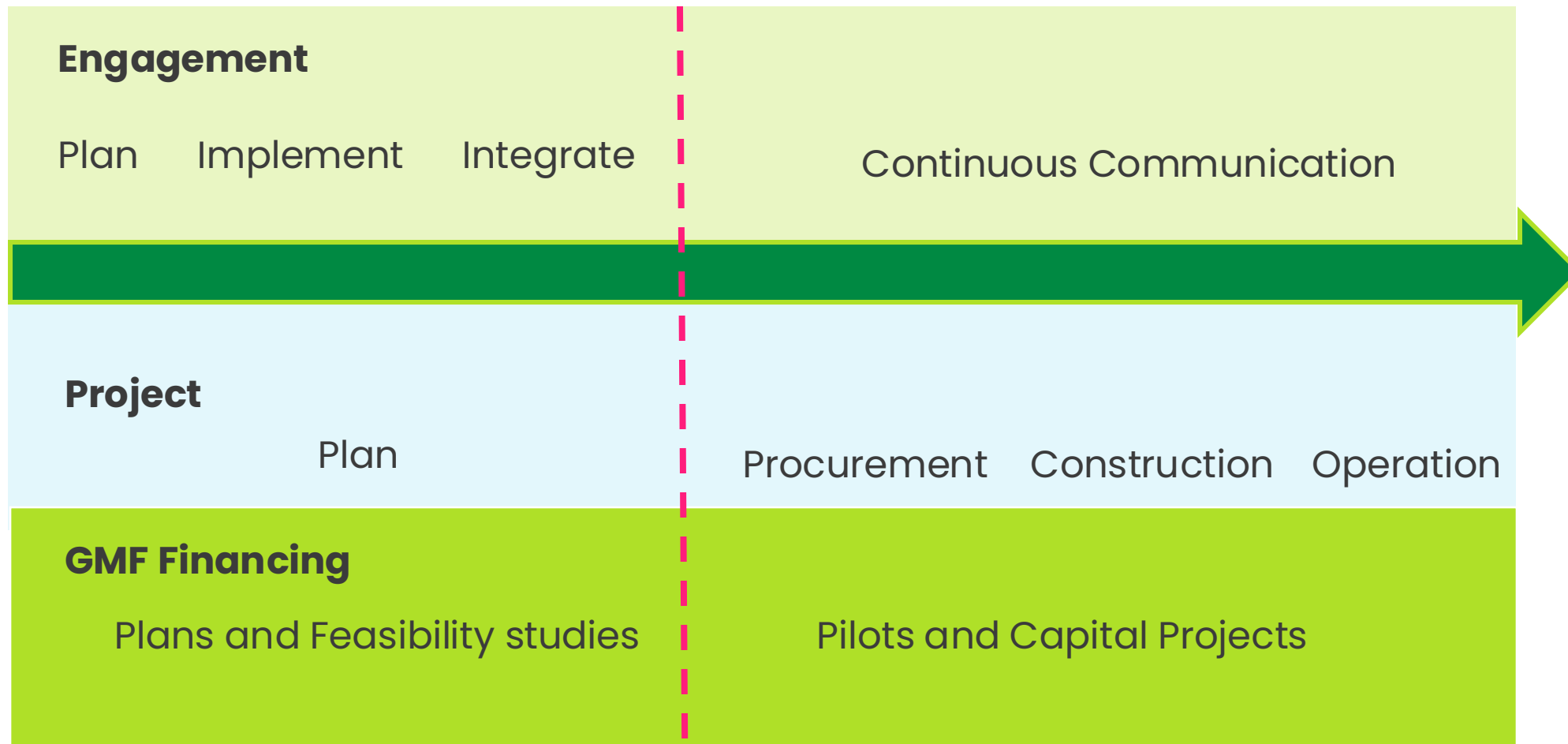
## Integrate

Record the needs and priorities of key community groups and adapt the project, initiative or program based on those needs

Report to GMF on inclusive community engagement



# Project Timeline, GMF financing and Engagement Roadmap



## PLAN

# Identify the impact area

Direct  
impacts

- Immediate
- Easily attributable
- Geographically and temporally localized

Indirect  
impacts

- Secondary or cascading effects
- Cumulative over time
- Wider or more dispersed



## PLAN

# Identify the key groups in your community for inclusive engagement

- Socio-economic demographics
- Local businesses
- Key community organizations
- Equity-deserving groups in the impact area
- Local schools or universities
- Energy service providers, for projects that will increase energy efficiency
- Government and municipal officials
- Social networks and clubs
- Community events
- Libraries
- Indigenous governments and communities



# PLAN

Strategize what level of engagement you will conduct and build an engagement plan

## **Considerations for what level of engagement**

- Level of impact the project will have on the community
- How much influence the community can have on the project
- Project timelines
- Engagement budget
- Project development strategy



## PLAN

# Lean approaches to engagement

### **Focus your efforts**

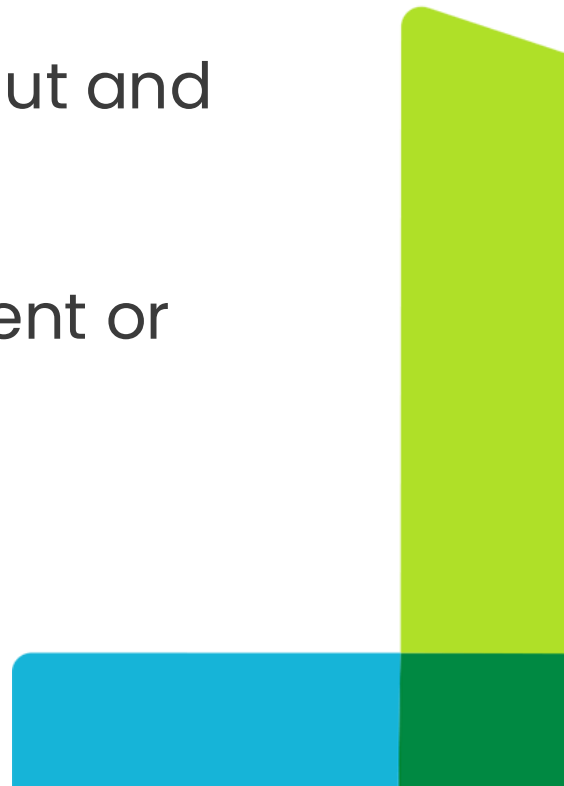
- Identify one or two stakeholder groups
- Pick one or two means of engagement

### **Build relationships**

- Identify key leaders and networks that can provide input and share information over time

### **Use existing meetings and events**

- Ask to speak at an already planned and publicized event or meeting
- Use existing meetings and events
- Have enough time to collect and integrate responses



## PLAN

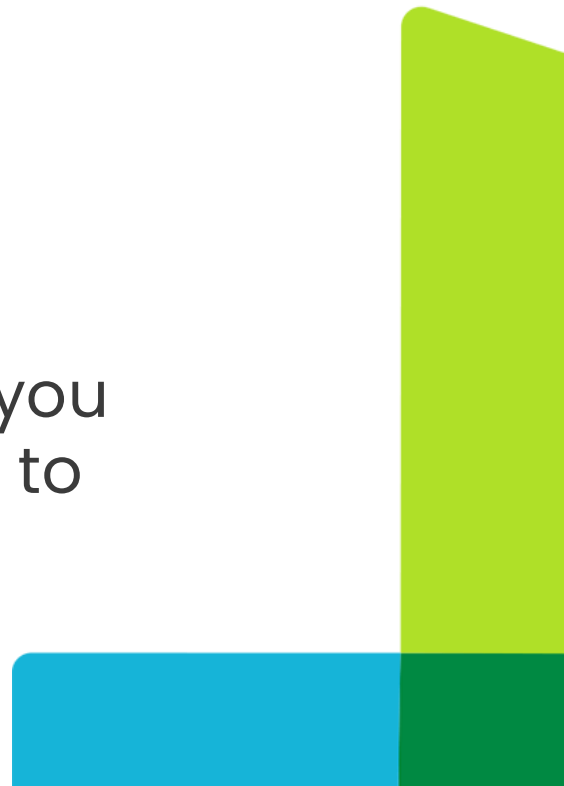
# Lean approaches to engagement Pt 2

### **Use a mix of touch point opportunities**

- Online surveys
- Community events
- Network meetings
- Email campaign
- Social media
- Hosted events – virtual and in person

### **Have enough time to collect and integrate responses**

- Keep an eye on your project timelines and make sure you have at least one month after the engagement closes to synthesize and confirm the results internally.





# IMPLEMENT

Deliver meaningful engagement and bring the key community groups to the table

## **Clarify the promise to your community**

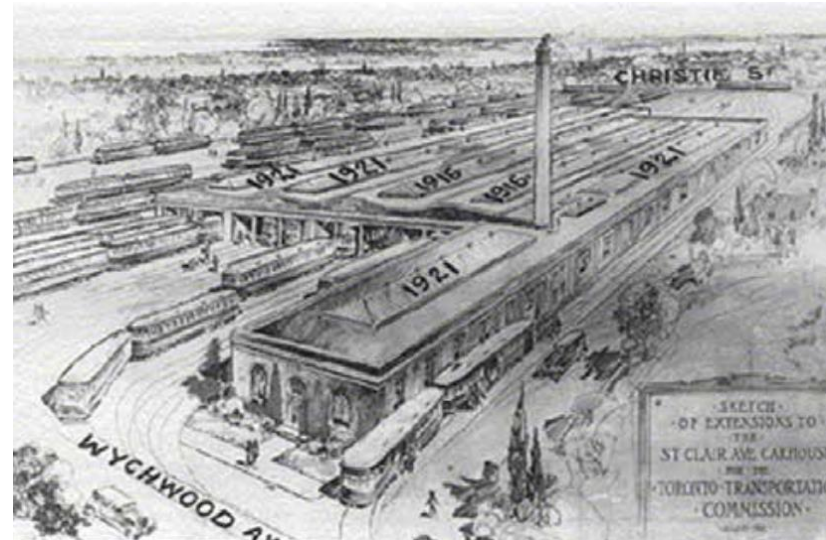
1. Clearly Define the Promise
2. Use Transparent Communication
3. Engage Early and Often
4. Develop a Shared Vision
5. Clarify How Community Will Be Involved
6. Be Prepared for Questions and Feedback
7. Build Trust through Accountability



# IMPLEMENT

## Case Study: Wychwood Barns

- 1920's streetcar facility was decommissioned in 1978.
- 2000 considered demolishing.
- The community was divided.
- Extensive engagement occurred.
- In 2008 multi-use community art, housing, park and garden space opened.



## INTEGRATE

Record the needs and priorities of key community groups and adapt the project, initiative or program based on those needs



**Listen**



**Synthesize**



**Adapt**





# Report to GMF on inclusive community engagement

1. Please describe any inclusive engagement practices that were or will be implemented for your project. Inclusive community engagement entails identifying and engaging with equity-deserving groups or vulnerable populations that have an interest in the project, reducing barriers to participation, empowering diverse groups with decision-making, and building relationships and connections through meaningful engagement.
  - a. Identify the groups you will going to engage/have engaged
  - b. What level of engagement will you do/have done



# Activity #1

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Your town has an old fire hall that has fallen out of use in the downtown core. One of your planners has identified a Green Municipal Fund grant program that can be used to retrofit the building and bring it back to modern building code.

But what should the building and surrounding property be used for?








# Additional Resources

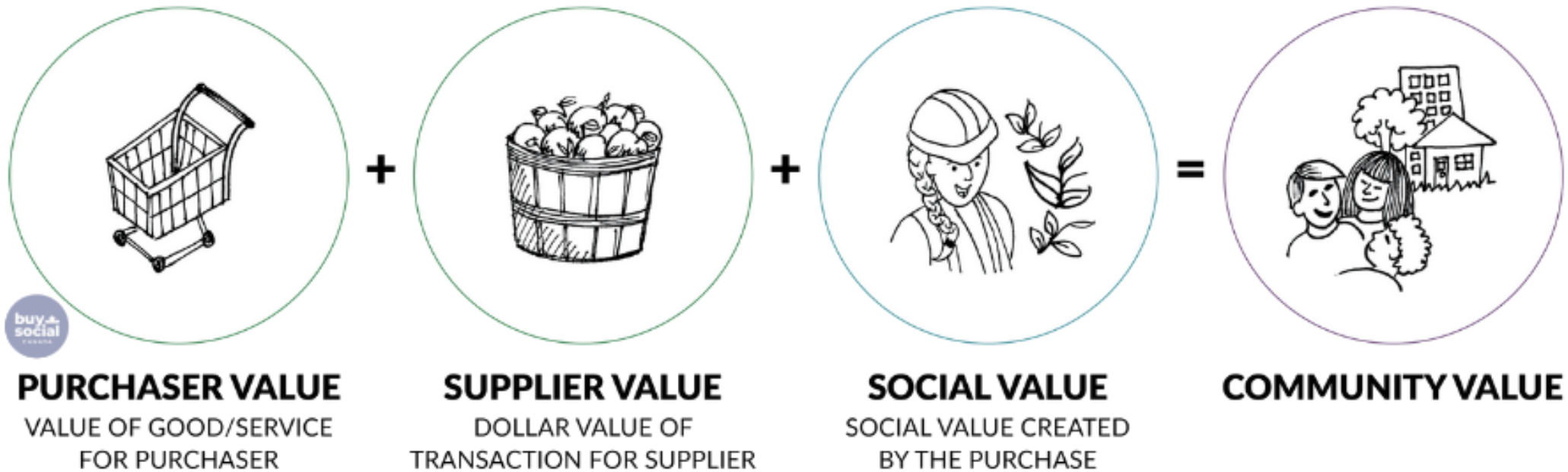
- [Inclusive Engagement Toolkit](#) (CCQOL)
- [Beyond Inclusion - Equity in Public Engagement](#) (SFU)
- [IAP2 spectrum](#)





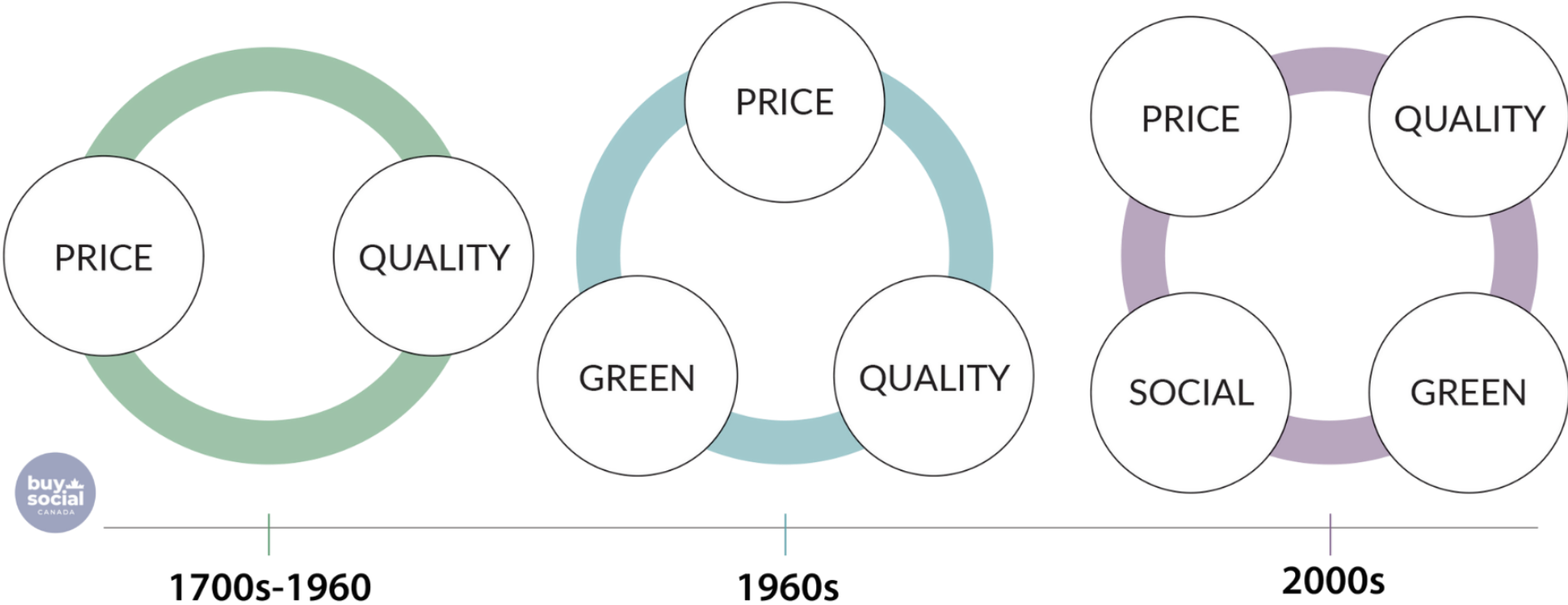
## **Indicator 2. Social Procurement**

# Social Procurement





# Evolution of Procurement



# What is possible?

## Economic impact of local suppliers

### The economic multiplier effect

For every **\$100** spent with a “local” independent office supply business, **\$63** is reinvested locally

For every **\$100** spent with an “MNC” (big box), only **\$14** is reinvested locally

Source: 2019 LOCO BC Study; ‘The Economic Impact of Local Businesses’

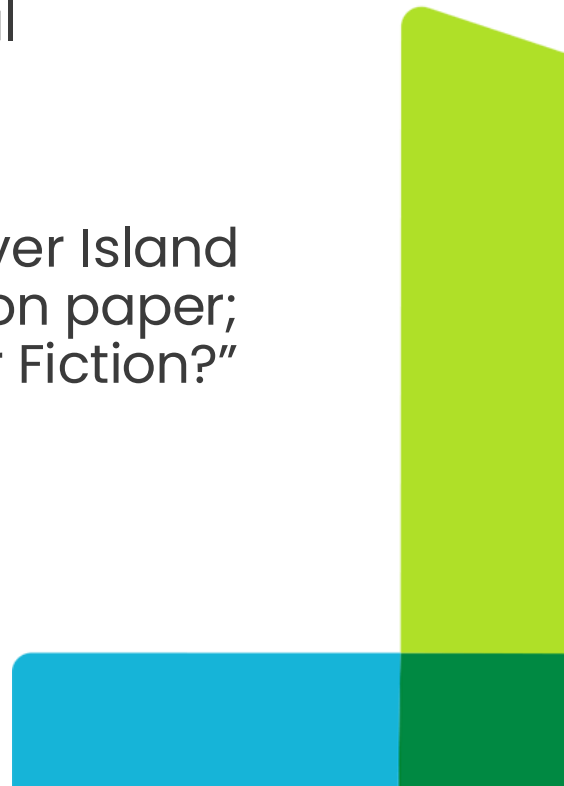


# What is possible?

## Construction and infrastructure projects

On a \$1M contract local suppliers create **3.6 jobs** compared to **1.8 - 2.0 jobs** with multi-national corporations.

Source: Vancouver Island Construction Association paper; "Facts or Fiction?"



# What is possible?

## **Contracting with social enterprises**



## **Building Up**

Toronto Community Housing Corporation allows for direct award with non-profits who employ TCHC residents.

Building Up provides skills training and support for equity-deserving groups to build careers in the construction industry.

To date, these contracts have led to \$1.4M in direct wages to TCHC residents.

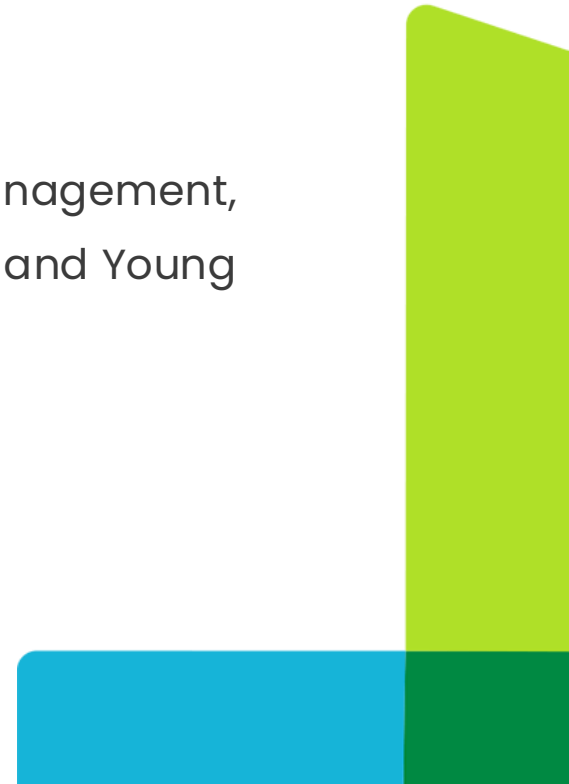


# What is possible?

**Community social and economic development**

For every dollar spent with a target group, the social return on investment is ~\$4.13

Source: Atira Property Management,  
2017 Ernst and Young



# District of Squamish

## Extracts from Procurement Policy



POLICY NAME:	<b>Procurement Policy</b>		
APPROVING AUTHORITY:	<input checked="" type="checkbox"/> Legislative (Council approved) <input type="checkbox"/> Administrative (CAO approved)		
ISSUED BY:	Financial Services	DATE APPROVED:	December 1, 2020

### **POLICY**

- 3.** The District will acquire goods, services and construction in a manner that is Open, Fair and Transparent. The District is committed to developing and maintaining a social procurement culture that leverages our procurement activities to not only deliver best value but also achieve social value objectives.

This policy directs staff to conduct procurement in a manner that contributes to the development and diversification of the supply chain in a way that makes positive contributions to the local economy and the overall vibrancy of the community, including and not limited to the principles identified below:



# City of Edmonton

## Extracts from Sustainable Procurement Policy

CITY POLICY



POLICY NUMBER: C556A

**REFERENCE:**

City Council - February 3, 2010

**ADOPTED BY:**

City Council December 10, 2019

**SUPERSEDES:**  
C556

**PREPARED BY:** Financial and Corporate Services

**DATE:** December 2, 2019

**TITLE:** Sustainable Procurement

**Policy Statement:**

The City of Edmonton recognizes that every purchase can be leveraged to create economic, environmental and social impacts. The Sustainable Procurement Policy provides a framework for City of Edmonton purchasing activities in order to create intentional positive environmental, social and economic impacts while maintaining open, fair and transparent procurement processes.

- **Social Value Considerations**

The City of Edmonton will implement social value considerations for existing purchasing opportunities, provided any such social value considerations are consistent with the City's obligations under applicable trade agreements. Social value considerations will address social and economic issues that are descriptive in social impact outcomes related to employment, training and skills development, social value supply chain, and community development.

**Policy Scope:**

This policy applies to the procurement of goods, services, construction, and intellectual property rights by all departments reporting to the City Manager and the Office of the City Auditor.



# Social procurement opportunity areas

## **Employment**

Increased employment opportunities for target populations; inclusive employment

## **Skills & training**

Increased apprenticeships and training opportunities

## **Social value supply chain**

Inclusion of social enterprises, not-for-profits, local/regional small and medium-sized enterprises

## **Community development**

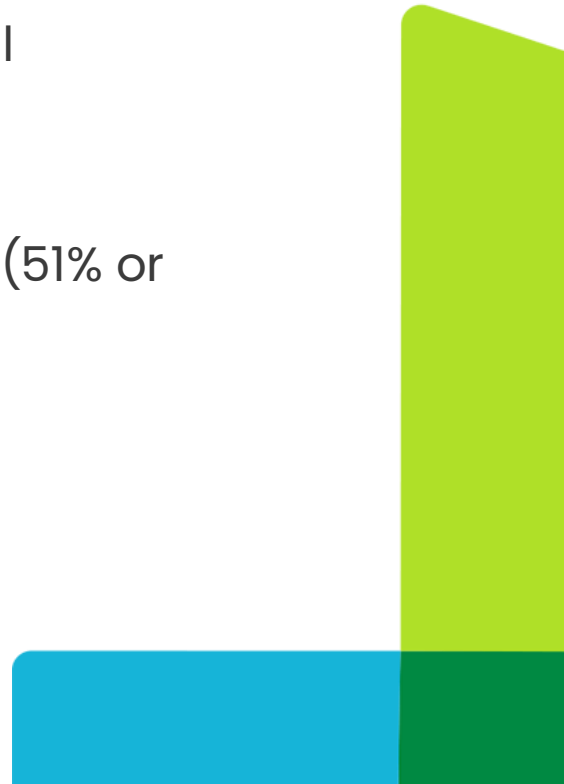
Community engagement, consultation and other activities that support the community





# Prioritize Social Impact Businesses

- 1. Local businesses:** companies whose headquarters are located within a 100 km your municipality downtown.
- 2. Small businesses:** companies that have fewer than 100 employees.
- 3. Social purpose businesses:** Social purpose organizations that sell goods and services. These include B corporations, Buy Social Canada certified social enterprises, or businesses pursuing social objectives, such as non-profit organizations or co-operatives.
- 4. Diverse businesses:** businesses that are majority owned and controlled (51% or more) by member(s) of an equity-deserving group.



# Procurement Types

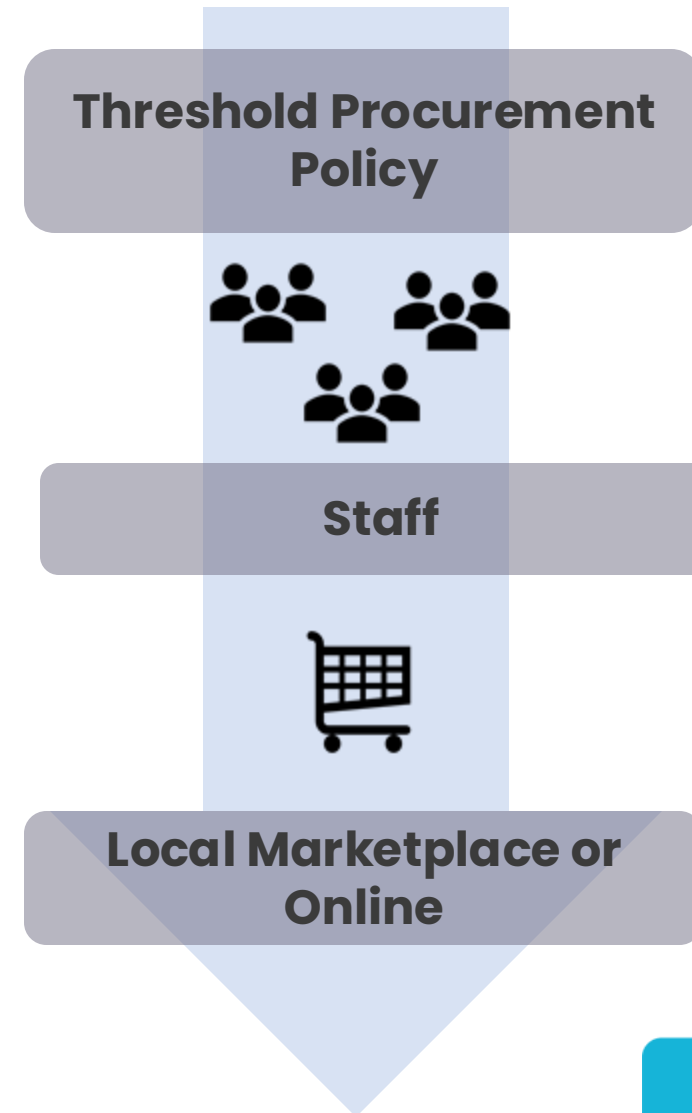
Each procurement type has different approaches to social procurement

- 1. Small buys**
- 2. Direct awards**
- 3. Competitive bids**



# Small buys

- Anything under a certain threshold (i.e.- \$1500 or credit card limit)
- Office supplies and equipment
- Catering and food
- Venues
- Gifts and swag
- Travel



# Directory Example



## Certified Social Enterprises

Find valuable connections in your community and make an impact by doing business with social enterprises.

### Filter By:

- Location
- Construction
- Social Value

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MANITOBA

**BUILD Inc.**

Employment Opportunities  
Skills Training  
Social Inclusion

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ONTARIO

**Building Up**

Employment Opportunities  
Racialized Communities  
Skills Training

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ONTARIO

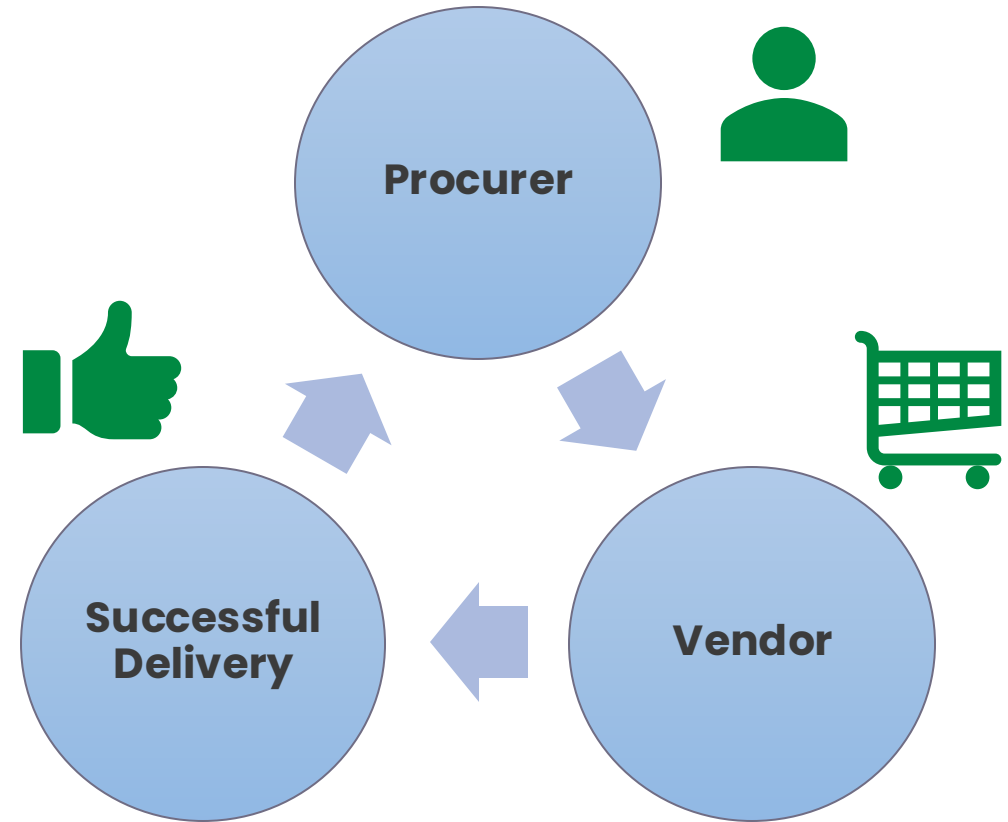
**Community Builders**

Child and Youth Development  
Community Development  
Employment Opportunities  
Homelessness and Housing



# Direct award

- Needs to follow your policy
- Under threshold or exemption
- Exemptions for non-profit social enterprises
- Set asides for Indigenous businesses
- May need to be pre-qualified
- Likely contracted and longer time frame



## Case study:

Manitoba Housing  
and Build Inc.

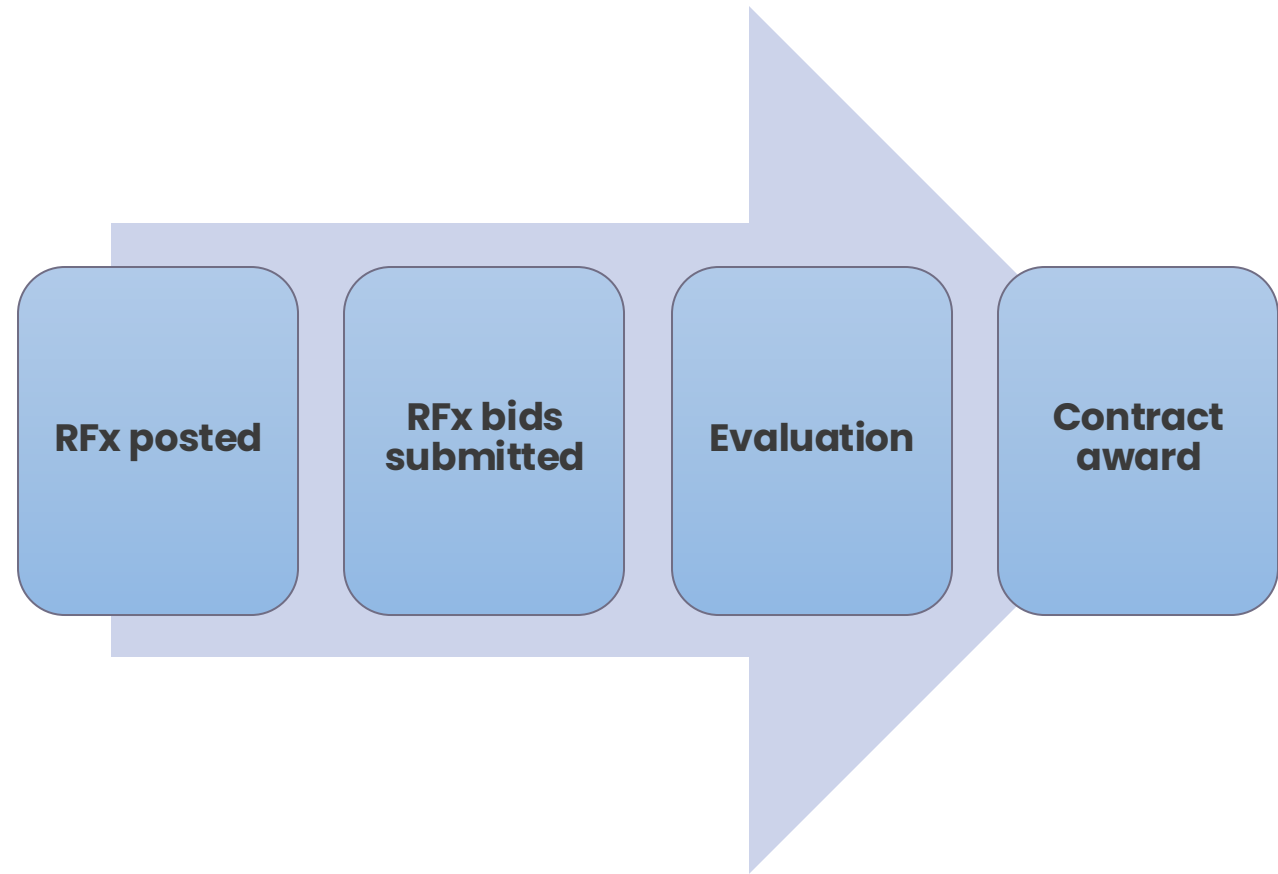


Photo: Build Inc and Purpose Construction at the Social Enterprise Centre, Winnipeg



# Competitive bid

- Larger purchases and projects over threshold
- Trade agreements apply
- Longer time frame
- More complex goods, services and infrastructure
- Benefit from competition



# Case study: City of Toronto

## FIFA World Cup 2026: Toronto Host City Procurement Plan

- In case of tied bids the City can consider the one from Diverse suppliers
- Clear definitions of diverse supplier, apprentice, equity-deserving community, etc.
- The awarded supplier must have a workforce development plan.





# Unbundling

An approach to shape project segments to align with local capacity NOT to avoid procurement thresholds (contract splitting)

Pump station key components:

- Pump
- Concrete
- Materials
- **Design**
- **Traffic control**
- **Landscaping**
- **Painting**
- Electrical
- Plumbing
- Carpentry
- **Site cleanup**



# Subcontracting

General contractors often deliver only 30-40% of the project.

You can include weighted criteria and reporting requirements within the bid

- What will you do to include social impact businesses in the project supply chain?
- What percentage or dollar amount do you commit to go to social impact businesses? You will be required to report on this contract spend.
- This project requires 20% of project spend will go to social impact businesses.



**Let's take a  
break!**

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# Activity #2

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- A. Project components
- B. Project opportunities for social impact businesses
- C. What approach could you take to prioritize social impact businesses on the project?





# Report to GMF on social procurement

1. Does your organization have a social procurement policy?
2. Please describe how your project will include social value and/or sustainability considerations in its procurement practices (e.g., specific criteria in competitive procurement bids, reporting on social or sustainable value outcomes).
3. Total dollar value of project spend by type of business
  - Small business
  - Local business
  - Social Purpose Business
  - Diverse Business







# Additional Resources

- [Guide to Social Procurement](#)
- [Social Enterprise Directory](#)
- [Social Procurement in Construction and Infrastructure Projects](#)
- [Social Value Menu](#)
- [Buy with Impact 2022 Report](#)
- [Buy Social Canada Newsletter](#)
- [District of Squamish Procurement Policy](#)
- [Edmonton Sustainable Procurement Policy](#)
- [Tofino: Unbundling Case Study](#)





**Indicator 3.  
Accessibility**

**What percentage of  
Canadians have at  
least one disability?**





**Answer:  
1 in 5  
Canadians  
have at least one  
disability.**

Source: Stats Can Canadian Survey on Disability



# What is a disability?

Disability is what happens when a person with a **health condition** comes into contact with a **barrier** and because of this contact, the person is prevented from participating on an equal basis with others.



# Health Conditions Included in “Disability”

**Mental health related:** Anxiety disorders, schizophrenia, bipolar disorder, Post-Traumatic Stress Disorder, substance addiction.

**Physical:** Cerebral Palsy, cancer, epilepsy, diabetes, chronic pain, asthma.

**Sensory:** Hearing loss, vision loss.

**Neurodevelopmental:** Autism Spectrum Disorder, ADHD, Intellectual disability, PTSD.

**Learning disorder:** Dyslexia, Dyscalculia.

**Cognitive:** Concussion, stroke or dementia.



# What is accessibility?

**Accessibility** is the work we do to ensure that people with disabilities can participate equally with others.



# What is a barrier?

A **barrier** is anything that hinders the full and equal participation in society of a person with an impairment.

Barriers result when design processes don't properly consider the inherent diversity and variation of the human condition.



# Types of barriers

**Physical:** How we design buildings, parks and other public spaces.

**Attitudes:** The stereotypes we believe, the assumptions we make about what a person can do, and what we assume is best for others.

**Policies:** How we design programs, the rules we create.

**Communication and Technology:** The websites we design, the ways we share information.



# GMF Reporting

## **Accessibility is an optional indicator**

In the application form: Describe what kind of accessibility measures will be included in the project

In the completion report: Describe what kind of accessibility measures were included in the project.



# Discussion

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What practices do you recommend to incorporate accessibility into your projects?







# Additional Resources

- [Rick Hansen Foundation](#)
- [Untapped Accessibility](#)
- [Accessible Employers resource library](#)





**Indicator 4. Improved  
Shared Spaces**

# Improved Shared Spaces

Improvements to shared spaces can be a **powerful way to improve community benefits** and positively contribute to the quality of life for residents.

**Better indoor and outdoor shared spaces can lead to significant social outcomes** such as gender equality, improved health and well-being, and sustainable communities.

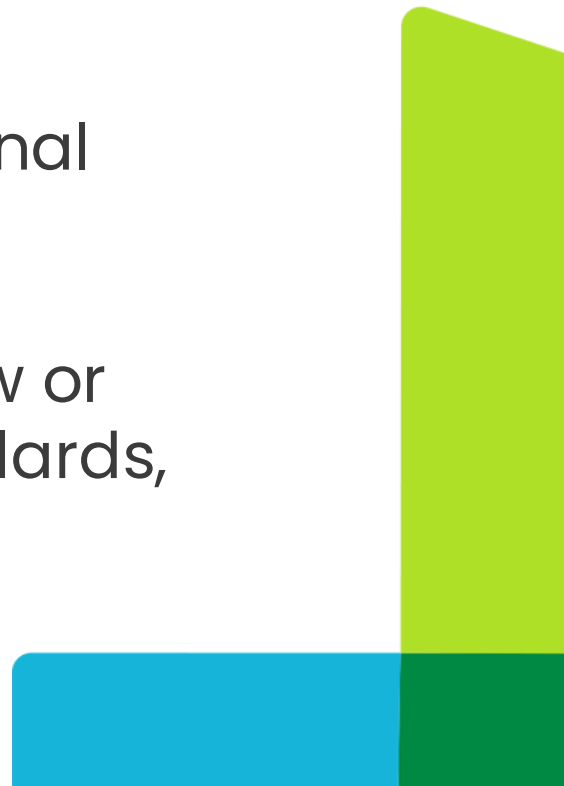


# Types of Improved Shared Spaces

**Physical elements:** either new or renovated (e.g., parks, playgrounds, benches, native plants, art installations, changing and feeding rooms, new public restrooms, renovations to historic buildings, etc.)

**Intangible elements:** cultural, educational, and recreational opportunities, programs, or activities.

**Improved safety and security elements:** for instance, new or improved lighting fixtures, pedestrian safety barriers, bollards, smart technologies, safety-related data analytics, etc.



# GMF Reporting

## **Improved Shared Spaces is an optional indicator**

In the application form: Describe what kind of improved shared spaces measures will be included in the project

In the completion report: Describe what kind of improved shared spaces measures were included in the project.







# Additional Resources

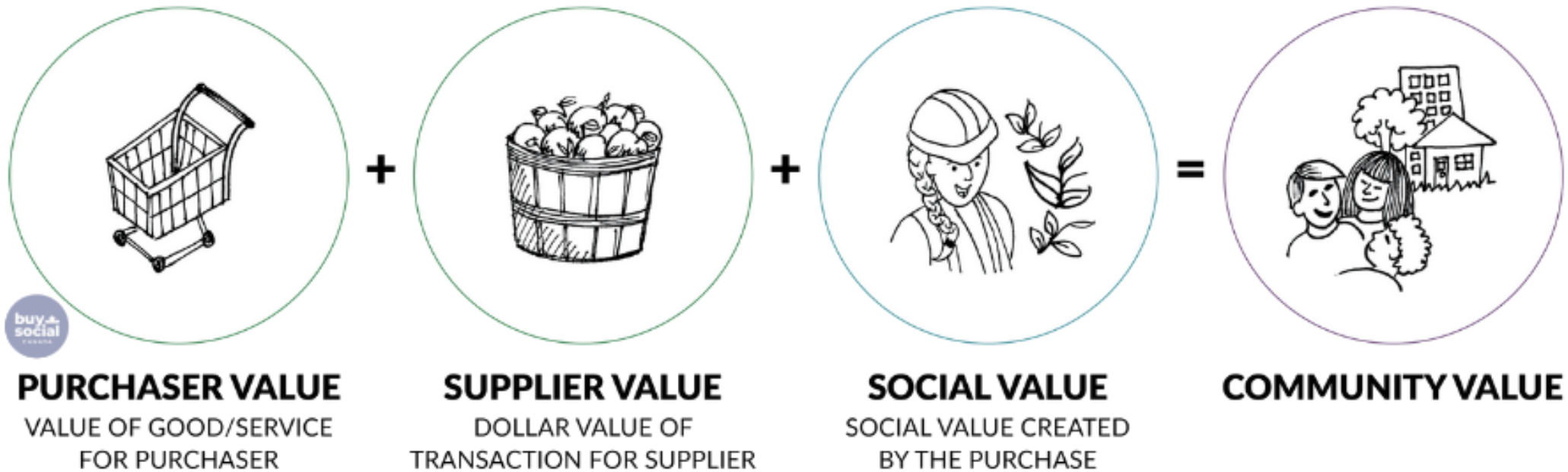
- [Placemaking Community Canada](#)
- [Creative solutions](#)
- [Evergreen Toolkit](#)
- [Intergenerational shared sites](#)





**Indicator 5. Inclusive  
employment and  
apprenticeships**

# Social Procurement





# Social procurement opportunity areas

★ **Employment**  
Increased employment opportunities for target populations; inclusive employment

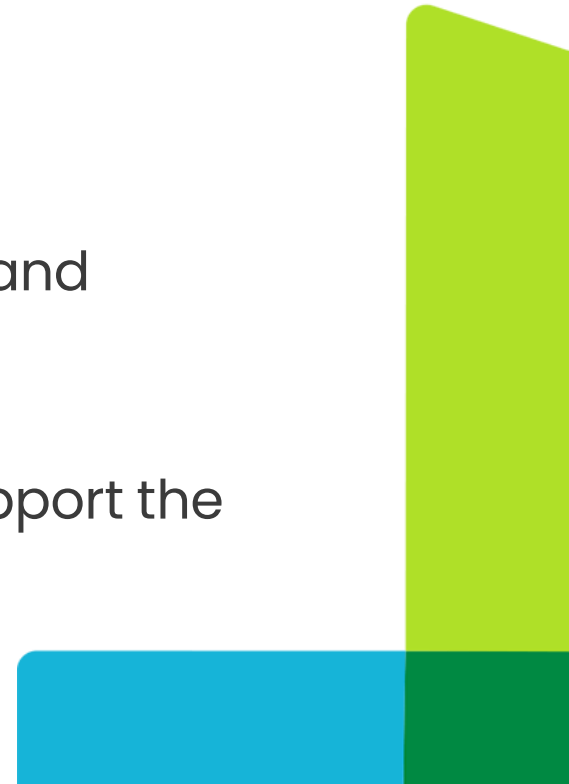
★ **Skills & training**  
Increased apprenticeships and training opportunities

## **Social value supply chain**

Inclusion of social enterprises, not-for-profits, local/regional small and medium-sized enterprises

## **Community development**

Community engagement, consultation and other activities that support the community



# What is inclusive employment?

**Inclusion** is the act of creating environments in which people feel like they can bring their authentic selves to a place, an exchange.

Who is often excluded from employment?

- People facing barriers to employment



# Employee self-identification

- Disaggregated demographic data
- Measure to assess and improve
- Protect employee privacy



# Employee Survey

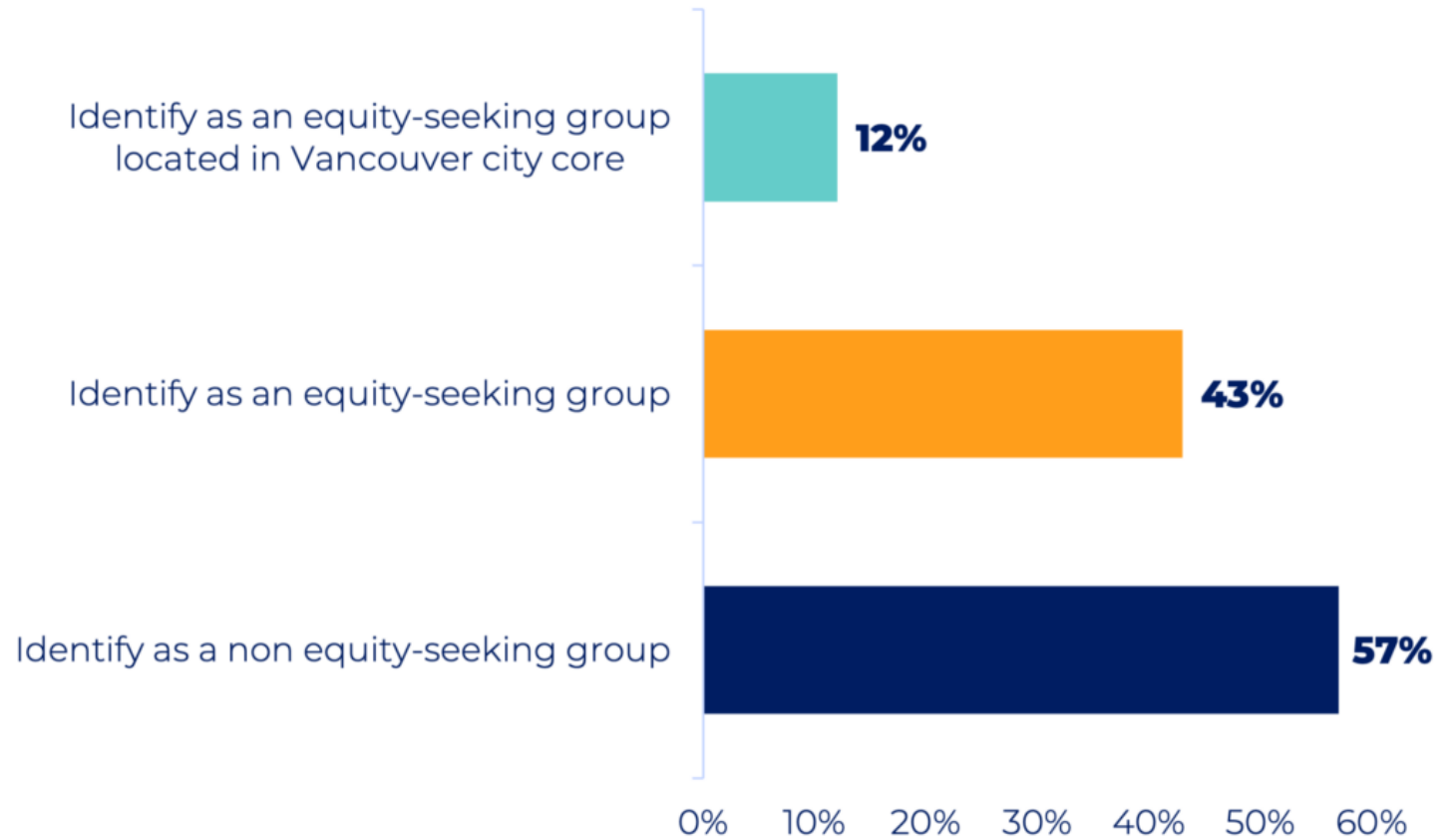
1. Are you an apprentice?
  - Yes
  - No
  
2. Do you self-identify as a member of one or more equity deserving groups? (listed in question #3 and defined below)
  - Yes
  - Yes, not listed [below](#)
  - No
  - I prefer not to [answer](#)
  
3. If yes, please select how you identify from the options below. Select all the groups with which you identify:
  - Indigenous persons
  - Newcomers to Canada
  - Non-binary persons
  - Persons living with [disabilities](#)
  - Racialized persons
  - Women
  - Prefer not to [disclose](#)
  - None of the above



# Case study: New St Paul's Hospital CBA

## New Hires Identifying as an Equity-Seeking Group and Local

February 1, 2021 - February 29, 2024



# Case study: Comox Valley Water Treatment Plant

Community Employment Benefits	Commitment (hours)	Actual (hours)
Indigenous Peoples	10,000	23,411
Apprentices	15,000	41,921
Under-represented populations	10,000	44,992



# GMF Reporting

Inclusive Employment and Apprenticeship is an optional indicator

In the application form: Describe what employment and apprenticeship opportunities will be provided by the project and for which community group.

In the completion report: Describe what employment and apprenticeship opportunities were provided by the project and for which community groups.





# Additional Resources

- Employee Self-identification Survey to collect identity data





# Conclusion



# Key messages about socio-economic benefits

- Best value looks at purchases and projects holistically
- Socio-economic benefits encourage and measure additional value for the same spend
- Socio-economic benefits contribute to existing strategies and goals
- Many organizations are doing great work but haven't been recognized for it

# Closing Activity

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**Head**



**Heart**



**Hand**



# Thank you!

Please take a few minutes to complete  
our survey.