

ADIFFERENT TYPE OF CONSTRUCTION COMPANY



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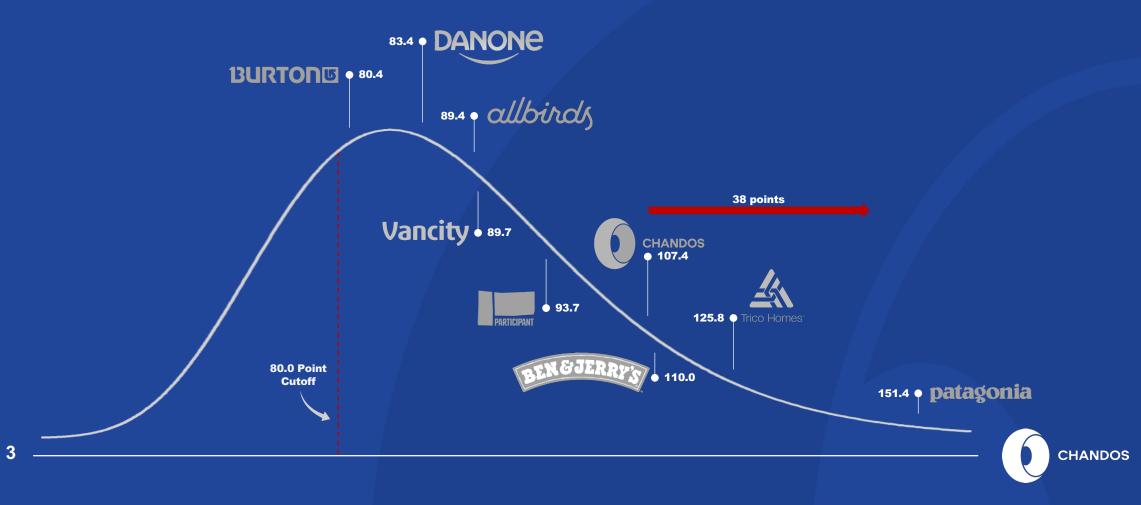
l'm here today because Chandos gave me a chance.

- Tim Coldwell





B-Corp



People, planet, and profit



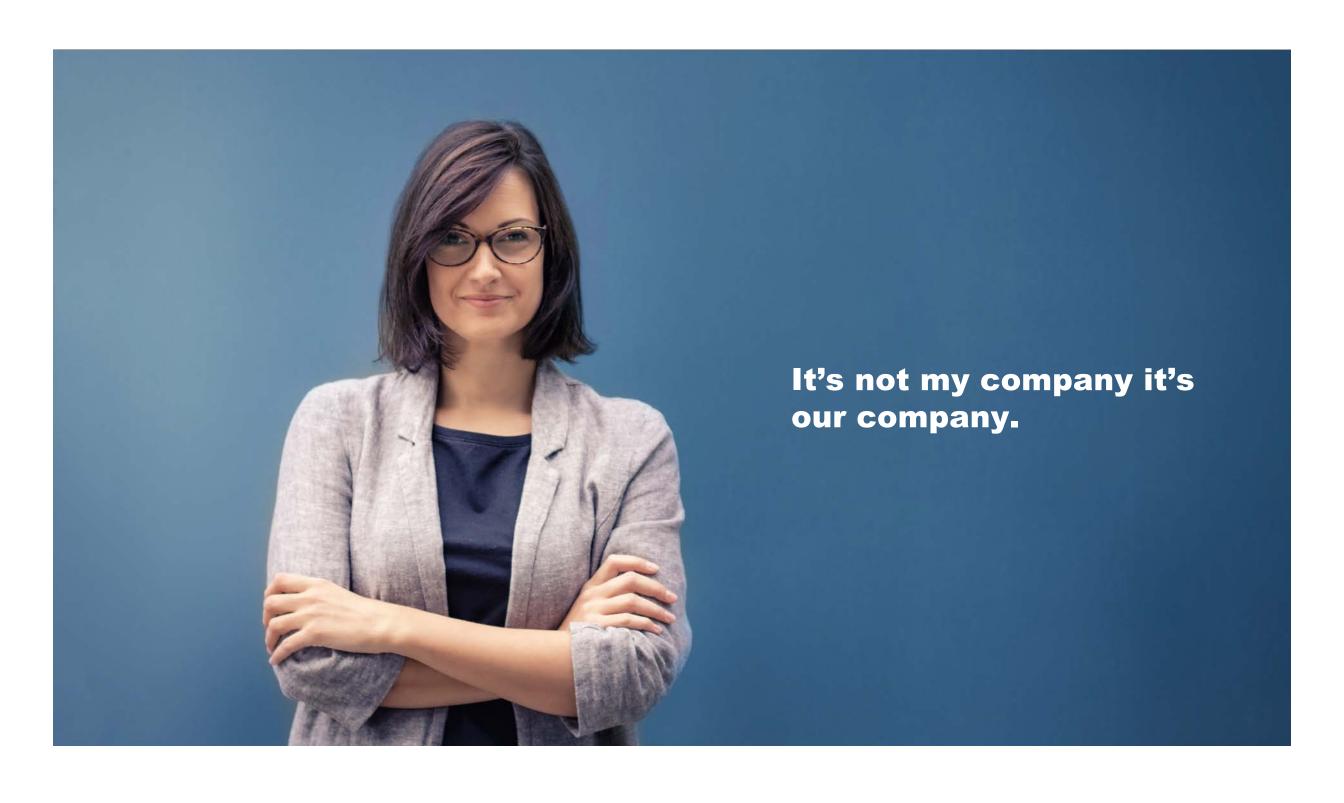
We are a 100% employee owned, B-Corp certified national technical builder that balances people and profit.

We move industry towards collaboration by championing IPD and inclusive hiring. We help build thriving communities via community benefit agreements and social procurement.

We recycle waste on 100% of our projects and use sustainable construction techniques to minimize impact.







The chief procurement officer must become the chief purpose officer.

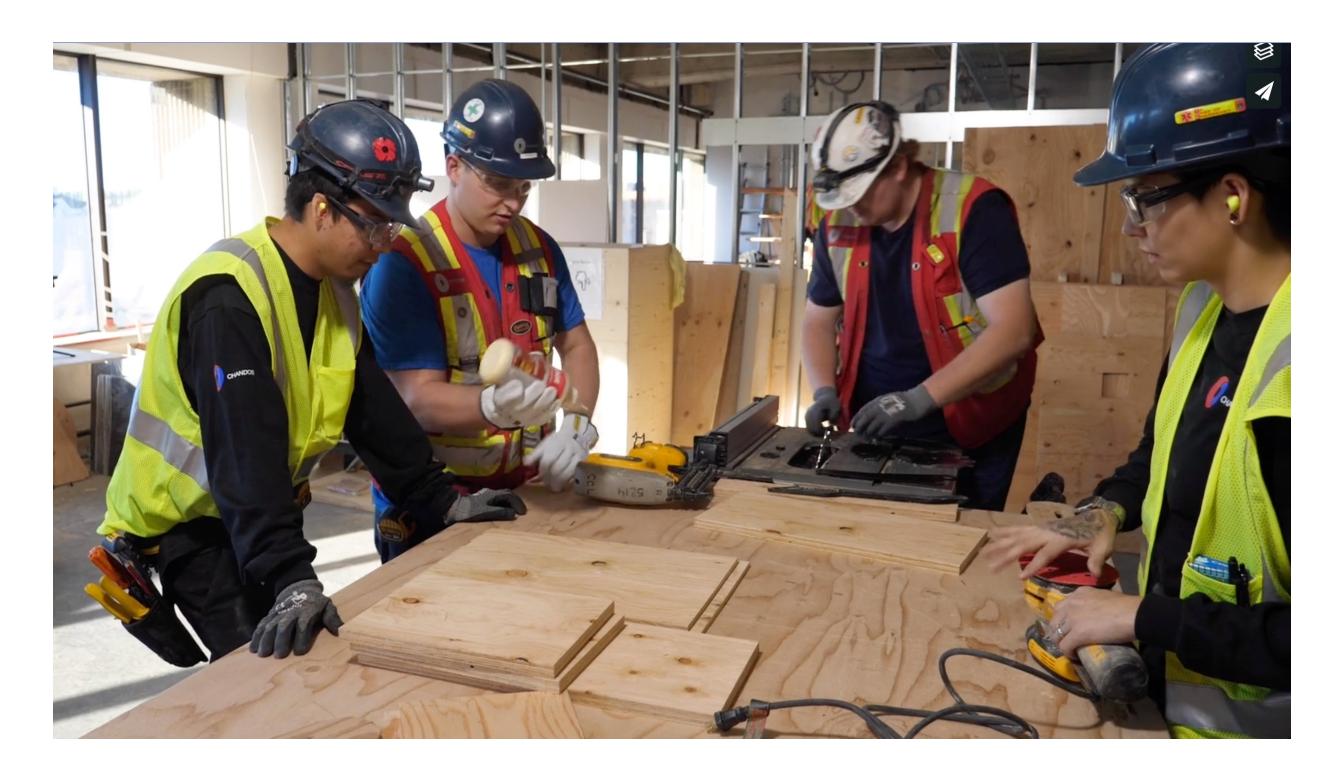
Adaire Fox-Martin





Social Procurement







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Thank you for agreeing to serve Canadians as Minister of Public Services and Procur

On Election Day, Canadians chose to continue moving forward. From coast to coast to coast, people chose to invest in their families and communities, create good middle class jobs and fight climate change while keeping our economy strong and growing. Canadians sent the message that they want us to work together to make progress on the issues that matter most, from making their lives more affordable and strengthening the healthcare system, to protecting the environment, keeping our communities safe and moving forward on reconciliation with Indigenous Peoples. People expect Parliamentarians to work together to deliver these results, and that's exactly what this team will do.

it is more important than ever for Canadians to unite and build a stronger, more inclusive and more resilient country. The Government of Canada is the central institution to promote that unity of purpose and, as a Minister in that Government, you have a personal duty and esponsibility to fulfill that objective.

That starts with a commitment to govern in a positive, open and collaborative way. Our platform, Forward: A Real Plan for the Middle Class, is the starting point for our partners, norware, is seen prize not tree nondour class, is the scarting puris, not our Government, lespect us to work with Parliament to deliver on our commitments. Other issues and ideas will arise or will come from Canadians, Parliament, stakeholders and the public service. It is my expectation that you will engage constructively and thoughtfully and add priorities to the Government's agenda when appropriate. Where legislation is and and priorities to the wovenment, a square of the Government in the House of required, you will need to work with the Leader of the Government in the House of Commons and the Cabinet Committee on Operations to prioritize within the minority

essential. The Parliamentary Press Gallery, indeed all journalists in Canada and abroad, ask necessary questions and contribute in an important way to the democratic process.

You will do your part to continue our Government's commitment to transparent, meritbased appointments, to help ensure that people of all gender identities, Indigenous Peoples, racialized people, persons with disabilities and minority groups are reflected in positions of leadership.

portfolio, including those internal to government, are delivered at a high standard and in an efficient manner. You will oversee the procurement processes of government so that they reflect modern best practices. Jessons Jearned and value for money

I will expect you to work with your colleagues and through established legislative, regulatory and Cabinet processes to deliver on your top priorities. In particular, you will:

- Publish clear metrics to measure government performance on procurements and make government data more readily available to vendors to encourage more and better bids.
- Continue the development of better vendor management tools to ensure the Government is able to hold contractors accountable for poor performance or unacceptable behaviour, particularly in large-scale procurements.
- Develop initiatives to increase the diversity of bidders on government contracts. leadership and you
 - eating a new target to have at least 5 per cent of federal contracts awarded to
 - Lead, with the support of the Minister of National Defence and the Minister of Fisheries Oceans and the Canadian Coast Guard, in bringing forward analyses and options for the

r National Defence and Canadian Coast Guard procurement project mer nanonal unterice and canadian coast duang procurement projects are led on time and with greater transparency to Parliament. This priority is to be soped concurrently with ongoing procurement projects and existing timelines.

with the Minister of Innovation, Science and Industry, as well as the Minister of Ne. with the Minister of Innovation, Science and Industry, as well as the Minister of Ministry, Oceans and the Canadian Coast Guard to continue the Usil Renewal of the Guidan Coast Guard Seet, and with the Minister of National Defence to continue the Using Coast Guard Seet, and with the Minister of National Defence to continue the revolet Loads, under meet, who went the selected in receives an exercise to come.

Well of the Royal Canadian Navy Fleet, continuing the revitalization of the gener of one expan Canadism Nany sirect, continuing the revitabilities of the building industry across Canada, creating middle class jobs and ensuring Canada's ne services have the modern ships that they need.

Nork with the Minister of National Defence and the Minister of Innovation, Science and industry to manage the competitive process, select a supplier and enter into a contract

With the support of the Minister of Digital Government, eliminate the backlog of construct Canada's fighter aircraft fleet. outstanding pay issues for public servents as a result of the Phoenix Pay System to virusumoning play siskers rue puttint, servicinity, as a resum or the Franchist build their confidence in the integrity of their pay and pensions.

apport the Minister of Digital Government on the Next Generation Pay and Human Support the Minnster of Digital covernment on the next semenator ray are numeric Resources System to replace the Procein Pay System and support the President of the Treatily Board to achiety engage Canada's major public sector union.

- Working with the provinces and energy suppliers, develop a strategy to power federal Working with the provinces and energy suppliers, develop a strategy to power federal buildings with 300 per cent clean electricity, where available, by 2022 Commit to being a fest purchaser to help support the growth of new clean electricity/renewable power
- Explore measures that support the conversion of Government fleets to zero-emission
- Continue to implement a new vision for Canada Post to ensure it provides the high- Continue to implement a new vision for Canada Post to ensure it provides the high-quality service that Canadians expect at a reasonable price. The Minister for Women and General Equality and Bural Economic Development will support you in improvir canada box devalues in revolutional accuracy. and vender equality and sural economic weverage.

 Canada Post services in rural and remote areas.
- Be the lead Minister for the National Capital Commission (NCC) and leverage you se the lead member for the Nacional Capital Commission (RCC) and everlage you department's strengths in real property management and heritage rehabilitation

strated in the Parliamentary Precinct rehabilitation. You will work with the NC in its core functions of federal lands planning, stewardship of nationally significant public places, and creative partner for development and conservation.

- Continue to improve crossings in the National Capital Region, moving forward with Budget 2019 commitments to replace the Alexandra Bridge, addressing the demonstrated need for an additional National Capital Region crossing with a long-t integrated interprovincial crossing plan led by the NCC, and investing to rehabilitat and maintain the crossings, including the Chaudière and Macdonald-Cartier bridge
- Working with the Minister of Canadian Heritage and the Minister of Indigenous Sr leverage the expertise of the Translation Bureau to help preserve, protect and rev First Nations, Inuit and Métis languages by increasing the availability of translation

These priorities draw heavily from our election platform commitments. As mentioner are encouraged to seek opportunities to work across Parliament in the fulfillment of ments and to identify additional priorities.

I expect you to work closely with your Deputy Minister and their senior officials to $\mathfrak e$ that the ongoing work of your department is undertaken in a professional manner a decisions are made in the public interest. Your Deputy Minister will brief you on the daily decisions necessary to ensure the achievement of your priorities, the effective of the government and better services for Canadians. It is my expectation that you apply our values and principles to these decisions so that they are dealt with in a t and responsible manner and in a way that is consistent with the overall direction (

Our ability, as a government, to implement our priorities depends on consideration professional, non-partisan advice of public servants. Each and every time a govern employee comes to work, they do so in service to Canada, with a goal of improvi country and the lives of all Canadians. I expect you to establish a collaborative w relationship with your Deputy Minister, whose role, and the role of public servan their direction, is to support you in the performance of your res

We have committed to an open, honest government that is accountable to Canadians, lives up to the highest ethical standards and applies the utmost care and prudence in the handling of public funds. I expect you to embody these values in your work and observe

the highest ethical standards in everything you do. I want Canadians to look on their own

As Minister, you must ensure that you are aware of and fully compliant with the Conflict of As formers, you must ensure that you are aware or and huly compliant with the Context or interest Act and Treasury Board policies and guidelines. You will be provided with a copy of ninerar net ann i reasury tourn pouces any gouvernet, not une or province miss a cupy to Open and Accountable Government to assist you as you undertake your responsibilities.) open and accountable convenient to assis you as you undertake your responsibilities. I set that you carefully read it, including elements that have been added to strengthen, a and ensure that your staff does so as well i expect that in staffing your offices you will have and conservate your stem own so as well is supervised that in success you conservate who reflect the diversity of Canada, and that you will uphold principles of gender equality, disability equality, pay equity and inclusion.

Give particular attention to the Ethical Guidelines set out in Annex A of that document, Give particular attention to the Ethical Guidelines set out in Annex A of that document, which apply to you and your staff. As noted in the Guidelines, you must uphold the highest standards of honesteys and impartiality, and both the performance of your official distiles and standards of source and standards of the standards of the performance of your official distiles and standards and standards of the standar stemates or remesty and ensue tunity, and over the performance or your omciar duties an the arrangement of your private affairs should bear the closest public scrubiny. This is an obligation that is not fully discharged by simply acting within the law.

I will note that you are responsible for ensuring that your Minister's Office meets the a minimum to the position of professionalism and that it is a safe, respectful, rewarding and

I know I can count on you to fulfill the important responsibilities entrusted in you. It is incumbent on you to turn to me and the Deputy Prime Minister early and often to support

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Rt. Hon. Austin Trudeau, P.C., M.P. Prime Minister of Canada

repacts of policies on all Canadians and fully defends the Canadian Charter of Rights and





























Hamilton





For social and economic justice































NETWORK



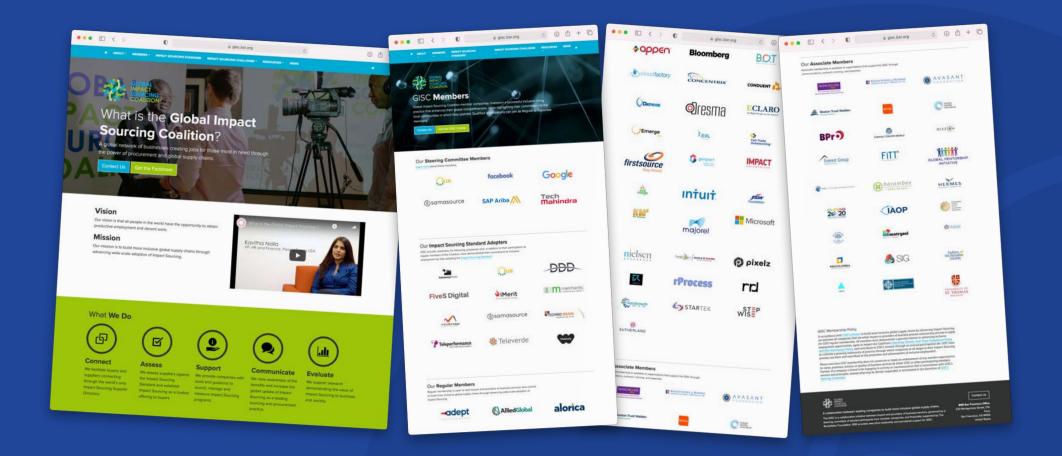














How can we maximize the positive impact of <u>this</u> project's spending?



How can we maximize the positive impact of <u>this</u> project's spending?

What does impact mean?



How can we maximize the positive impact of this project's spending?

Are we willing to spend more to do it?









GUIDE TO SOCIAL PROCUREMENT IN CONSTRUCTION AND INFRASTRUCTURE PROJECTS

Social Procurement and Delivery Models

The Guide to Social Procurement in Construction and Infrastructure Projects addresses four major types of delivery

Best Practices for CCDC30 Integrated Project Delivery (IPD)

Best Practices for CCDC5 Construction Management (CM)

Best Practices for CCDC14 Design Build or P3 (DB)

 Best Practices for CCDC2 Design-Bid-Build or Lump Sum (LS)

Although there are some common issues, process and oppor-Although there are some common issues, process and oppor-tunities across each delivery method, the approach to social procurement is different depending on which delivery method is used. The four delivery methods are listed above in the order of the area of found in which the transition. of the ease of social value integration.

For each delivery method, there are standard form contracts developed by the Canadian Construction Documents Committee. These contract forms drive process and define roles. An approach to social procurement must consider and be relevant to the context of these contracts.

This guide describes the optimal process for social procurement by delivery method and related contract form. We have developed ten steps in each process for sake of clarity and simplicity.

Because the delivery method choice is most often the 'owners' decision, throughout the description below we use the term "owners" to describe the project's key decision maker.

IPD

CCDC 30

CM CCDC 5

CCDC 14

LS CCDC 2

BUY SOCIAL CANADA // SOCIAL PROCUREMENT AND DELIVERY MODELS 19



80% Local Spend 10%
Job Creation

10% Social Procurement



80% Local Spend

At least 80% of the *Target Cost* for the project to be spent with local businesses contributing to community.

10%
Job Creation

At least 10% of all employment hours on the project are with local new hires from equity seeking groups. 10% Social Procurement

At least 10% of the *Target Cost* for the project to be spent with community impact organizations.



80% Local Spend

At least 80% of the *Target Cost* for the project to be spent with local businesses contributing to community.

Example: Target Cost is \$86 million X 80% is a least \$68.8 million with local businesses.

10%
Job Creation

At least 10% of all employment hours on the project are with local new hires from equity seeking groups.

Example: There are 575,000 hours of labour forecasted X 10% is 57,500 hours with new local hires from equity seeking groups.

There are ~2,000 hours in 1.0 FTE and schedule is 3 years so 57,500 / (3 X 2,000) is 9.5 FTE for the course of the project.

10% Social Procurement

At least 10% of the *Target Cost* for the project to be spent with community impact organizations.

Example: Target Cost is \$86 million X 10% is a least \$8.6 million with impact organizations.



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What Counts for Meeting these Goals?

Local Businesses

- Draw a radius of 100 km around the site. If the labour cost is by people permanently living within the circle, it counts.
- Draw a radius of 300 km around the site. If the material cost is manufactured and purchased within the circle, it counts.



What Counts for Meeting these Goals?

Equity Seeking Groups

Groups who have historically been denied access to employment, education and other opportunities:

- a) women, members of an indigenous community, immigrants and refugees, members of a visible minority group, racialized communities;
- b) members of the LGBTQ2S community, low-income residents, people with mental or physical health barriers, people with recognized disabilities;
- c) people facing employment barriers, people who are unemployed or are underemployed and people who need a second chance.



What Counts for Meeting these Goals?

Impact Organizations

Small, Local Businesses

√ Has less than 100 employees.

Social Enterprises

✓ A business, whether not-for-profit or for-profit, that pursues a social, cultural or environmental mission through the sale of goods and services, with majority of net profits directed back to its mission, and with limited distribution to shareholders and owners.

Third Party Certified Social Impact Companies

✓ B-Corps, Cooperatives, Community Contribution Companies, Buy Social Certified Social Enterprises, Certified Aboriginal Businesses, Members of a "Buy Local" alliance such as LOCO BC or the Business Alliance for Local Living Economies, Etc.

Equity Seeking Businesses

✓ Majority owned by equity seeking groups as defined on previous slide.



Ok, so how do we actually do this?







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BUY SOCIAL CANADA // SOCIAL PROCUREMENT AND DELIVERY MODELS 19

















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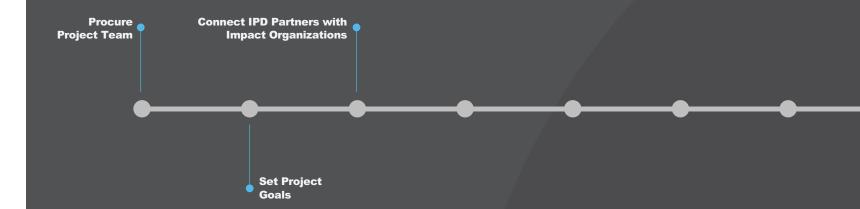
It's great to meet the IPD partners for the project.

- Buddy Joseph























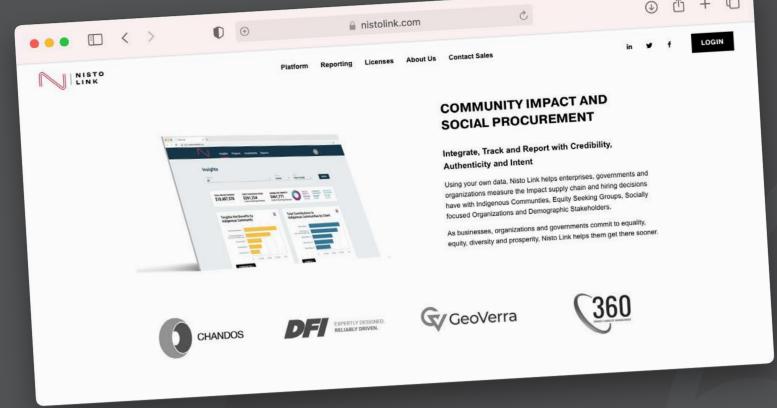


























Q & A

