



# A DIFFERENT TYPE OF CONSTRUCTION COMPANY





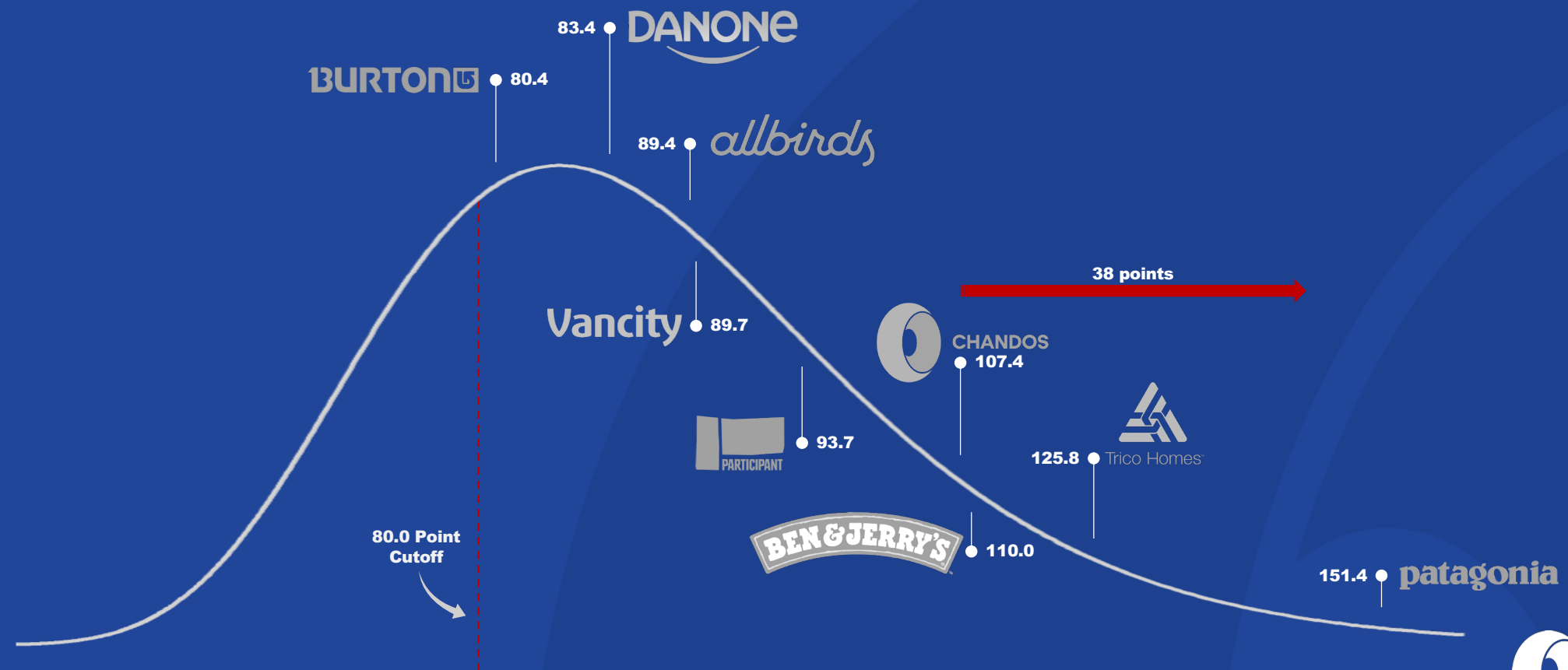
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**I'm here today  
because  
Chandos gave  
me a chance.**

- Tim Coldwell



# B-Corp



# People, planet, and profit







**NET ZERO | 2030**



**It's not my company it's  
our company.**





**The chief  
procurement  
officer must  
become the  
chief purpose  
officer.**

Adaire Fox-Martin



CHANDOS



# Social Procurement





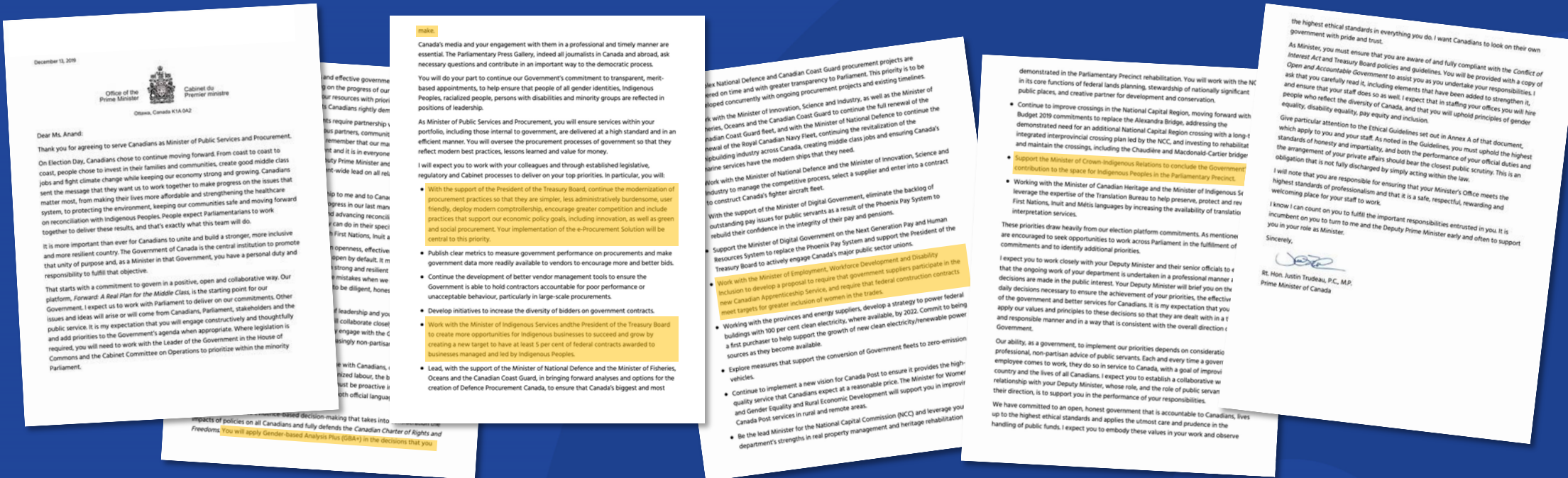








# Mandate Letters



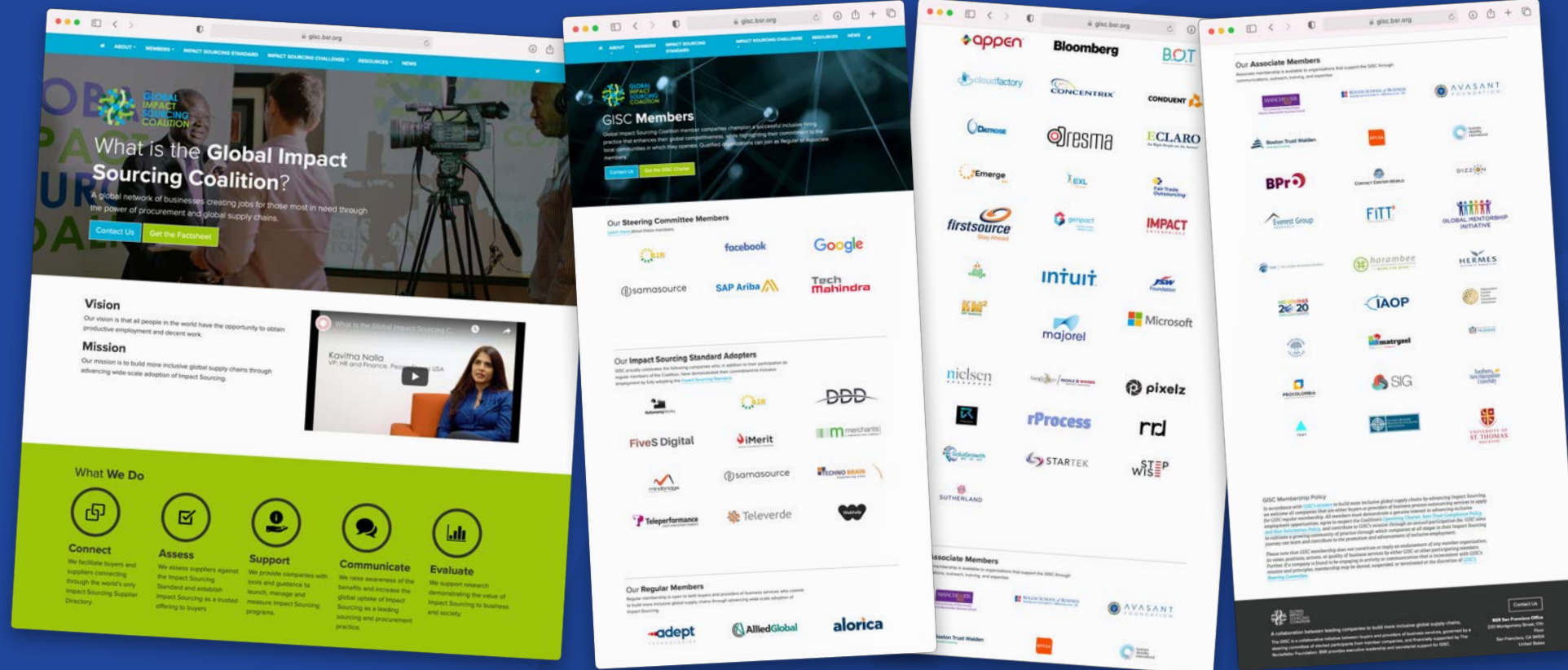






Toronto Community Housing







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

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

*What does impact mean?*



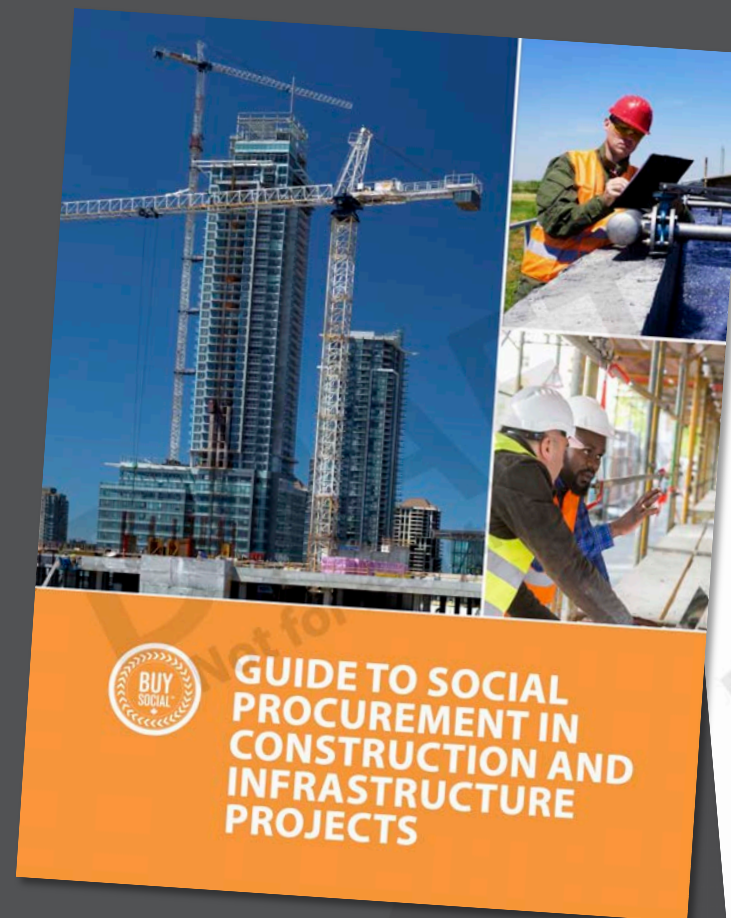
# How can we maximize the positive impact of this project's spending?

*Are we willing to spend more to do it?*









## Social Procurement and Delivery Models

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

- 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 opportunities 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 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

DB  
CCDC 14

LS  
CCDC 2



# Goals

**80%**  
**Local Spend**

**10%**  
**Job Creation**

**10%**  
**Social Procurement**

# Goals

## **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.

# Goals

## 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 at 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  $57,500 / (3 \times 2,000)$  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 at least \$8.6 million with impact organizations.



# Goals

## 80% Local Spend

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## 10% Social Procurement

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

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

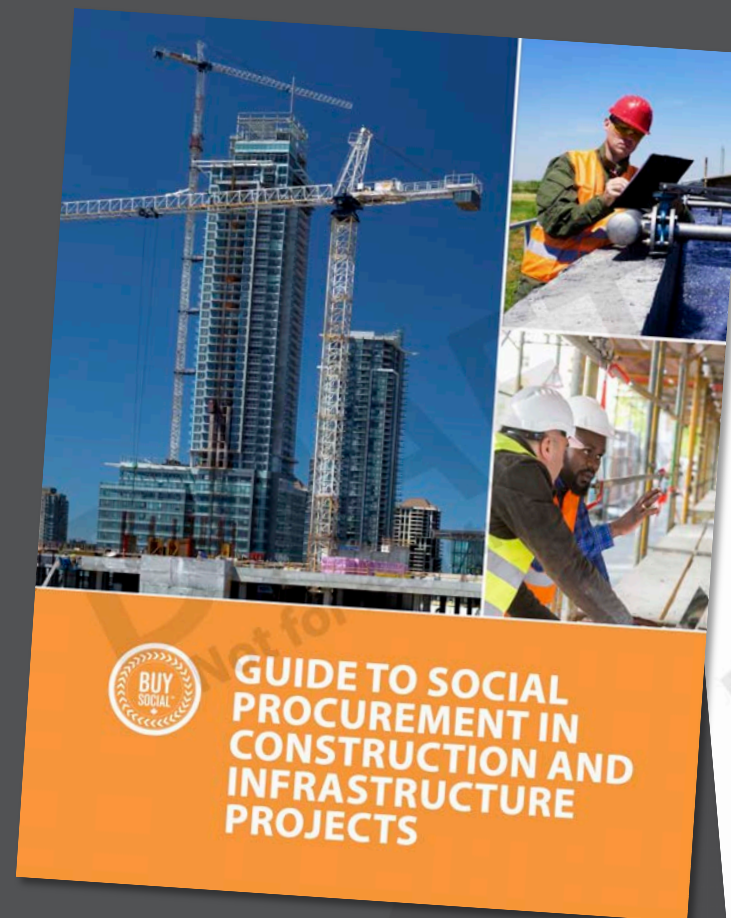
- ✓ B-Corps, Cooperatives, Community Contribution Companies, Buy Social Certified Social Enterprises, Certified Aboriginal Businesses, Members of a “Buy Local” alliance such as LOCO BC or the Business Alliance for Local Living Economies, Etc.

## 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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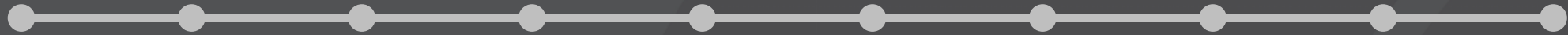
IPD  
CCDC 30

CM  
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# Process ( CCDC 30 )



# Process ( CCDC 30 )

Procure  
Project Team

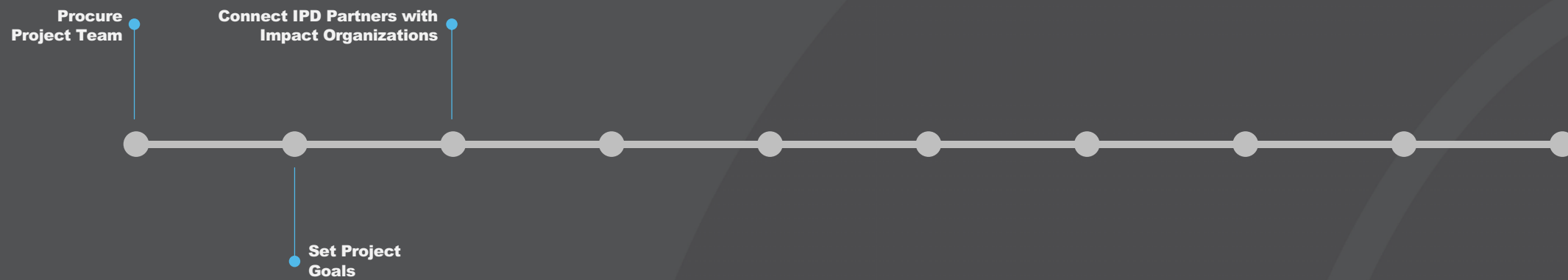




# Process ( CCDC 30 )



# Process ( CCDC 30 )



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

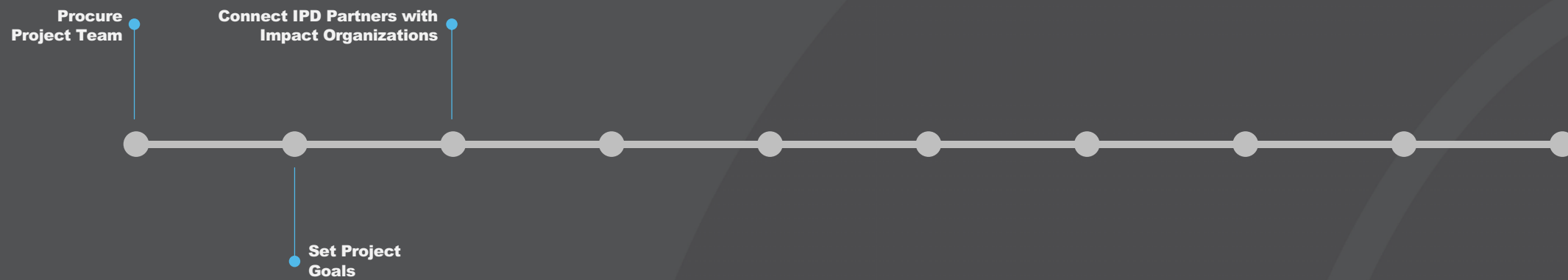
- Buddy Joseph



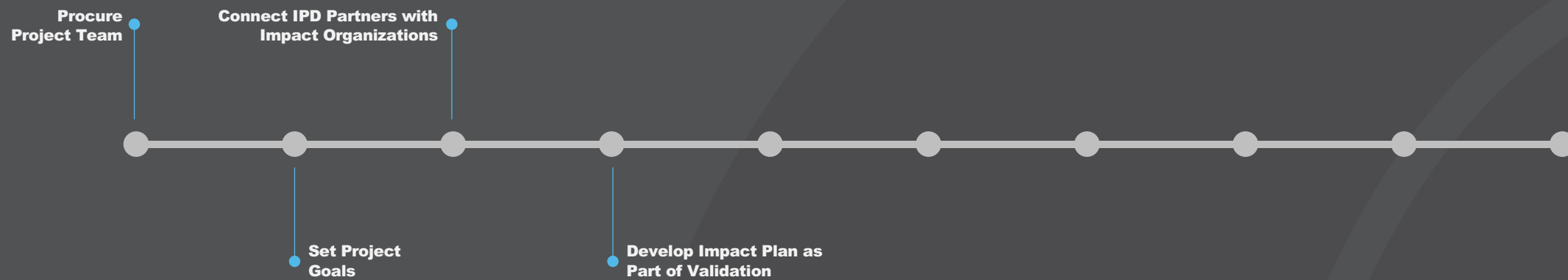




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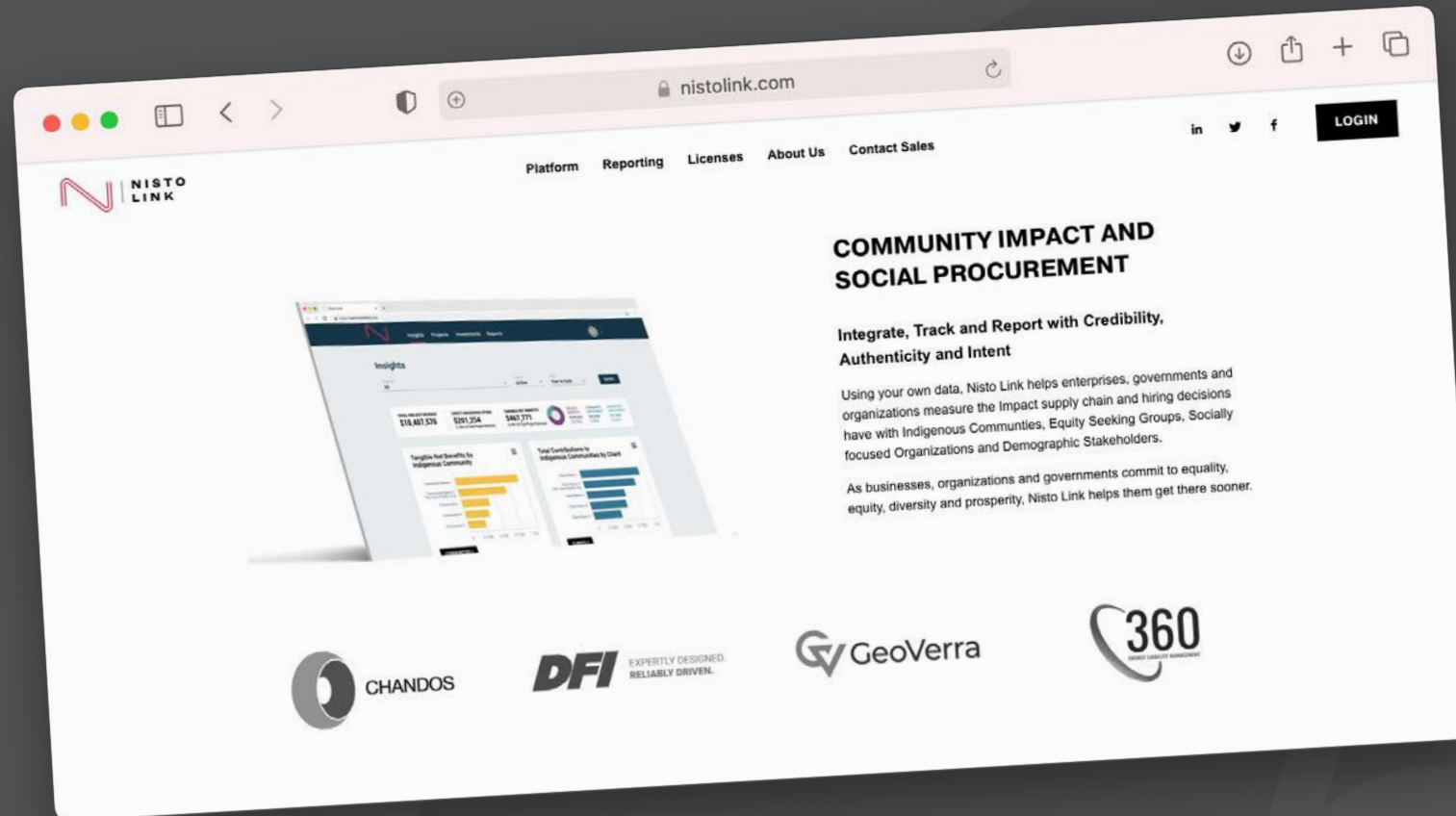


# Process ( CCDC 30 )





RAVEN INDIGENOUS  
CAPITAL PARTNERS



# Process ( CCDC 30 )

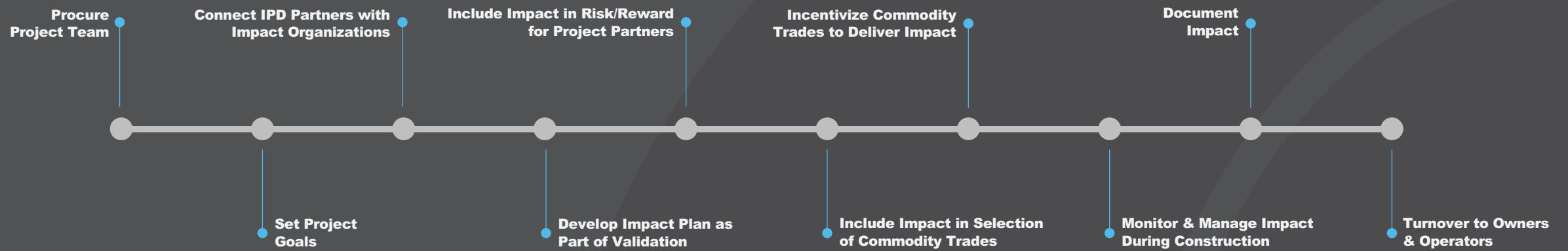




# Process ( CCDC 30 )



# Process ( CCDC 30 )



# Q & A