

# A DIFFERENT TYPE OF CONSTRUCTION COMPANY

Certified



Corporation





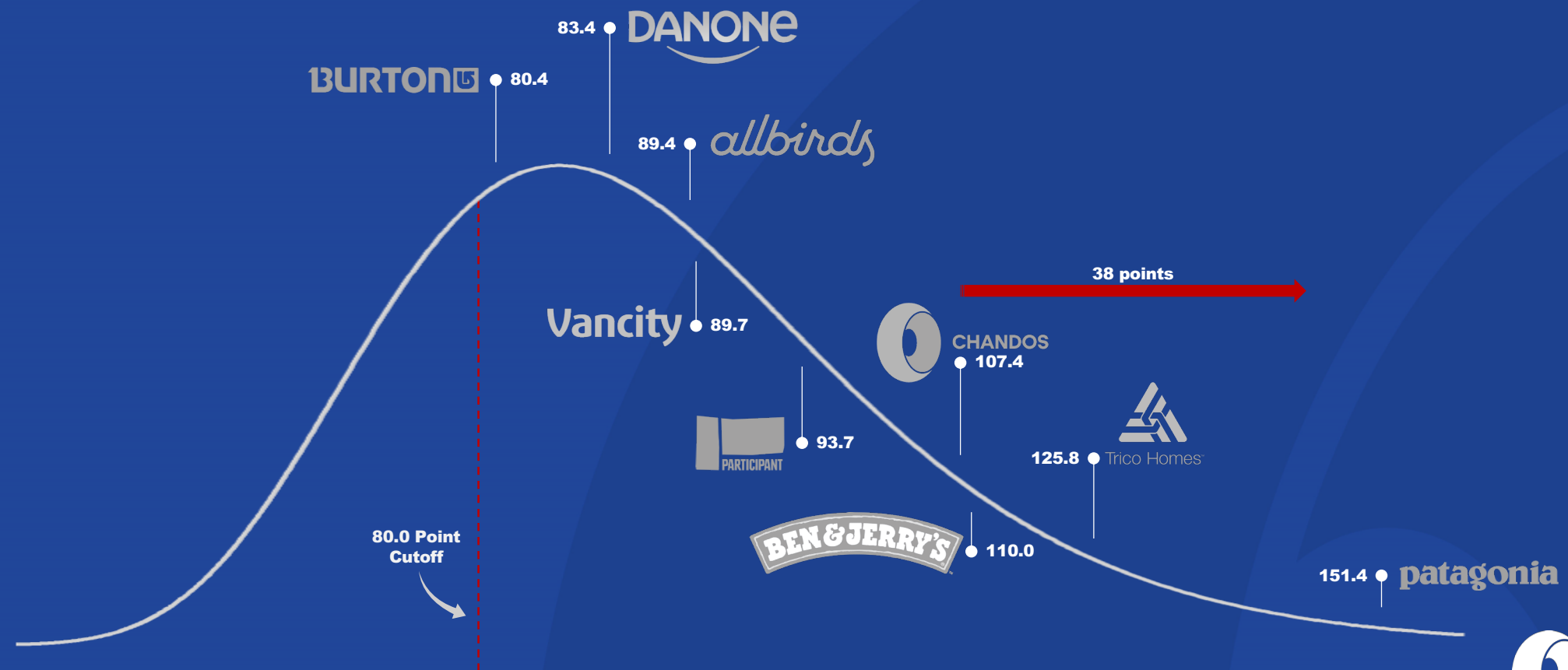
“

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

- Tim Coldwell



# B-Corp



# People, planet, and profit







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

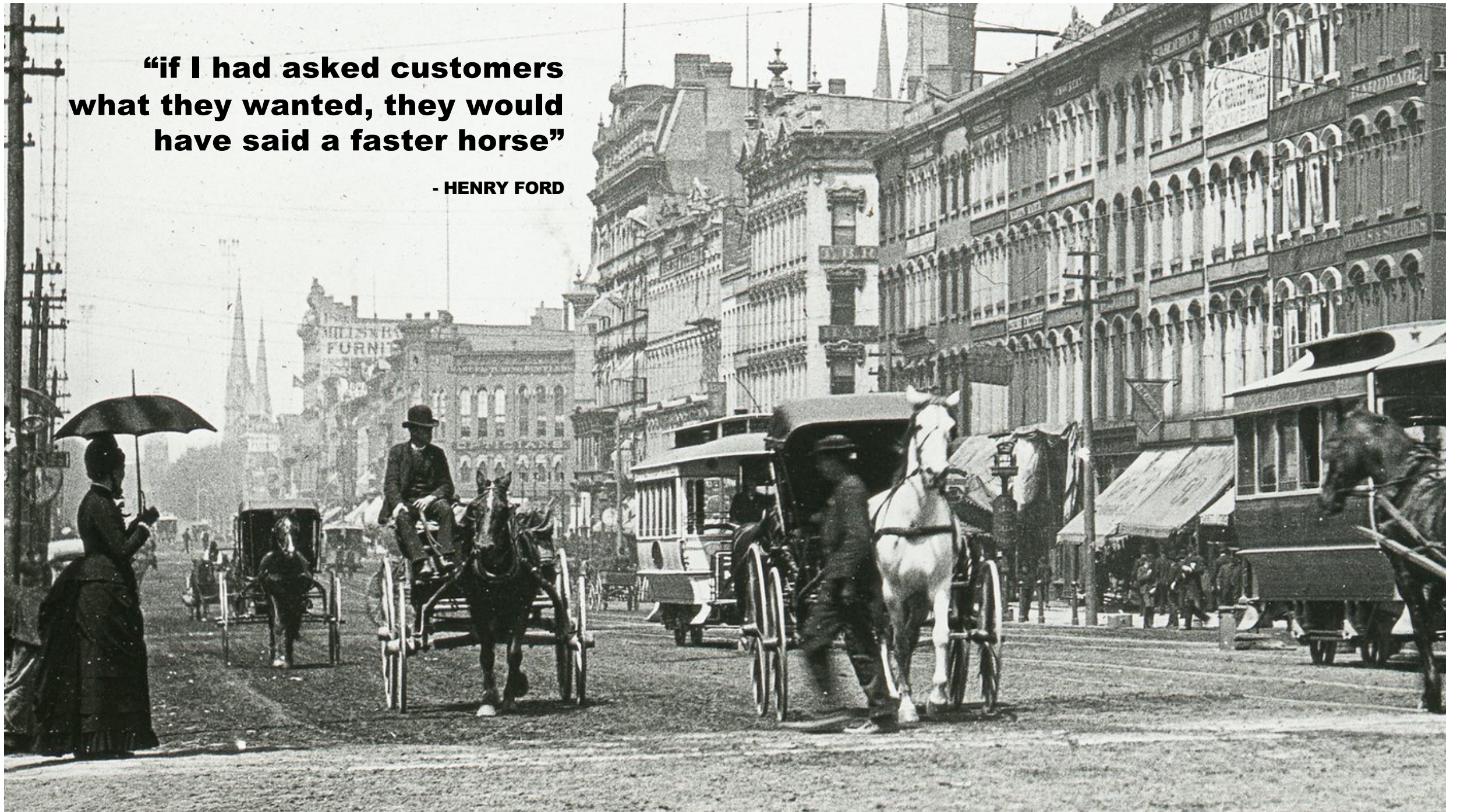


**NET ZERO | 2030**

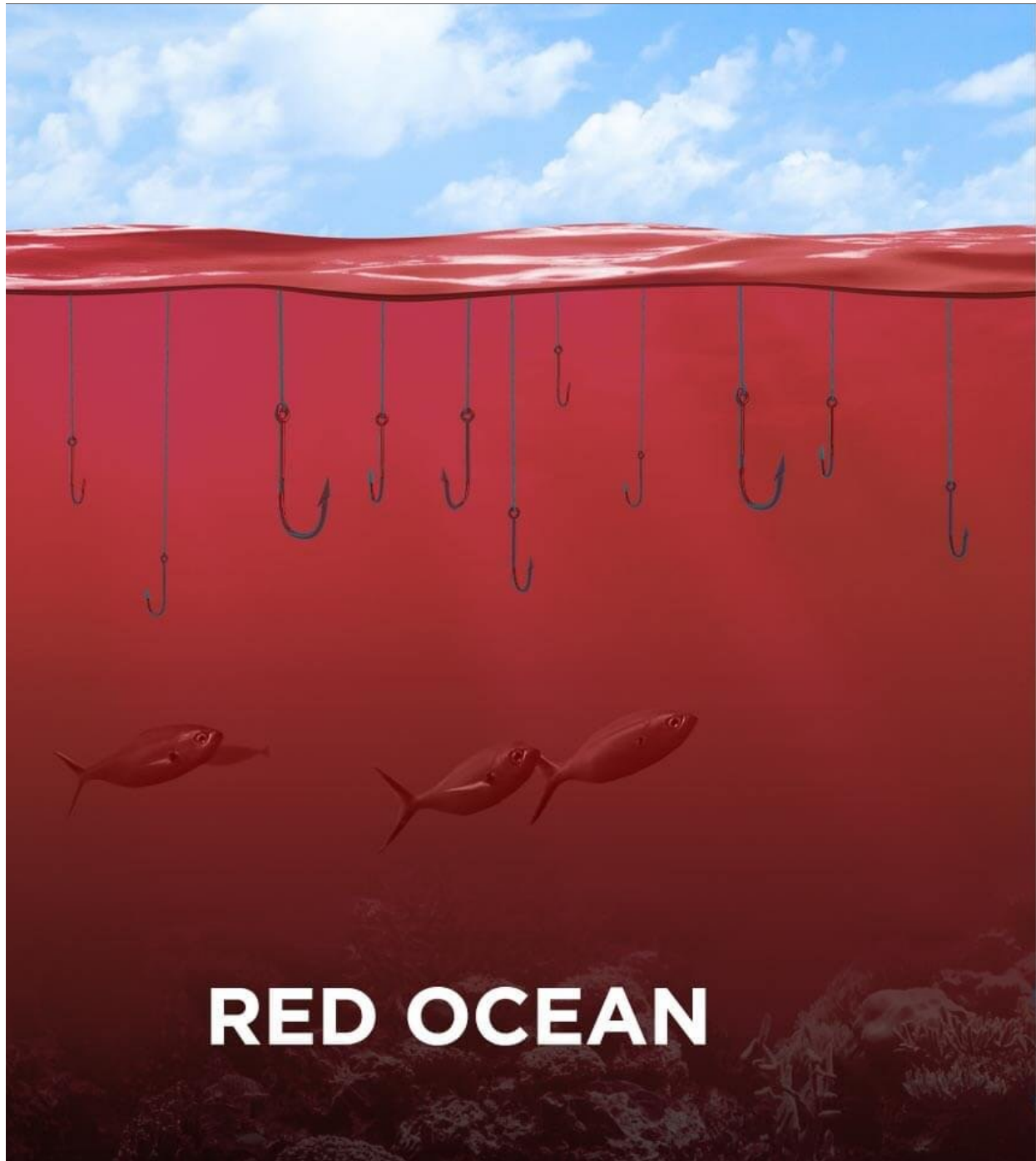


**“if I had asked customers  
what they wanted, they would  
have said a faster horse”**

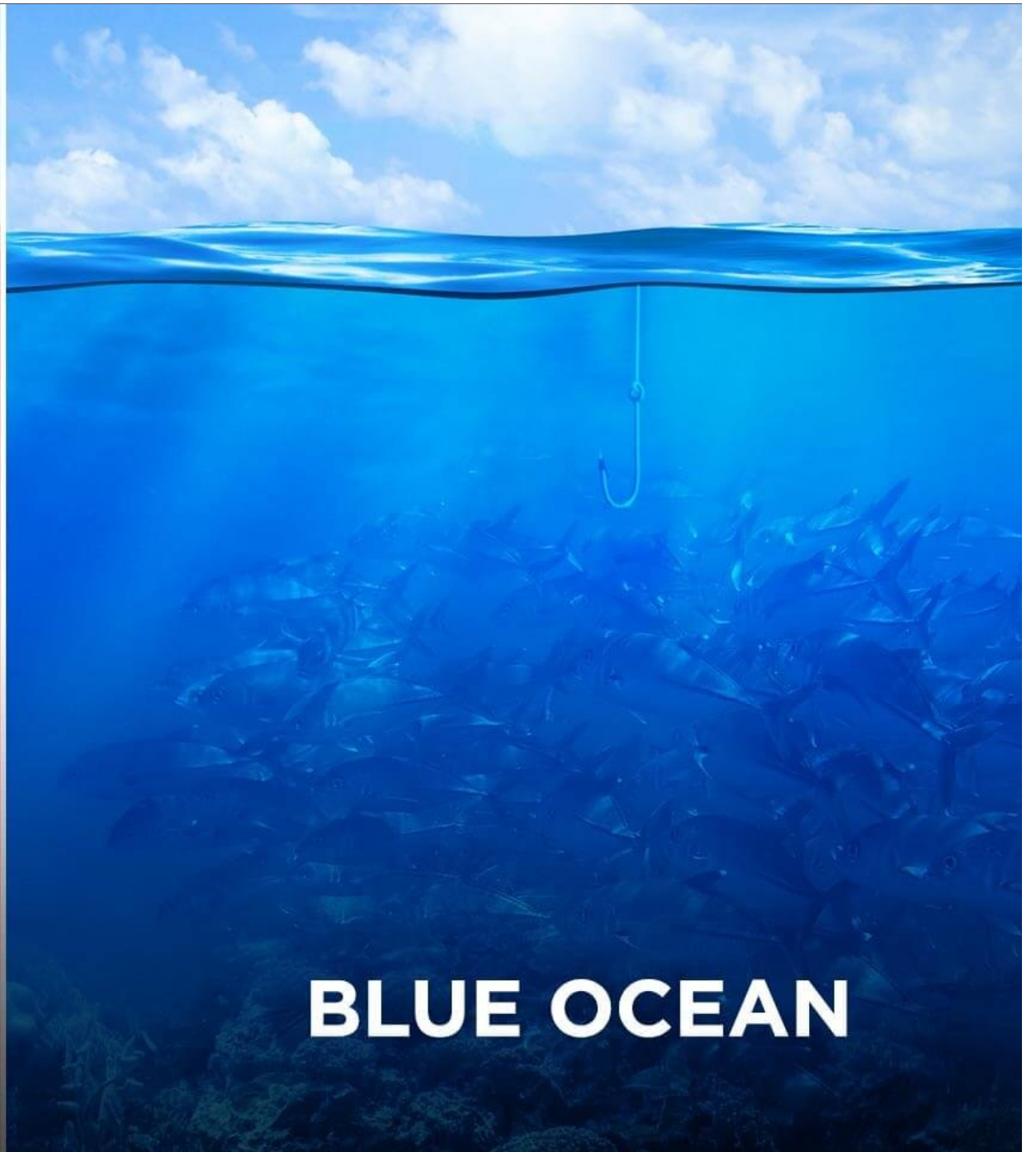
**- HENRY FORD**







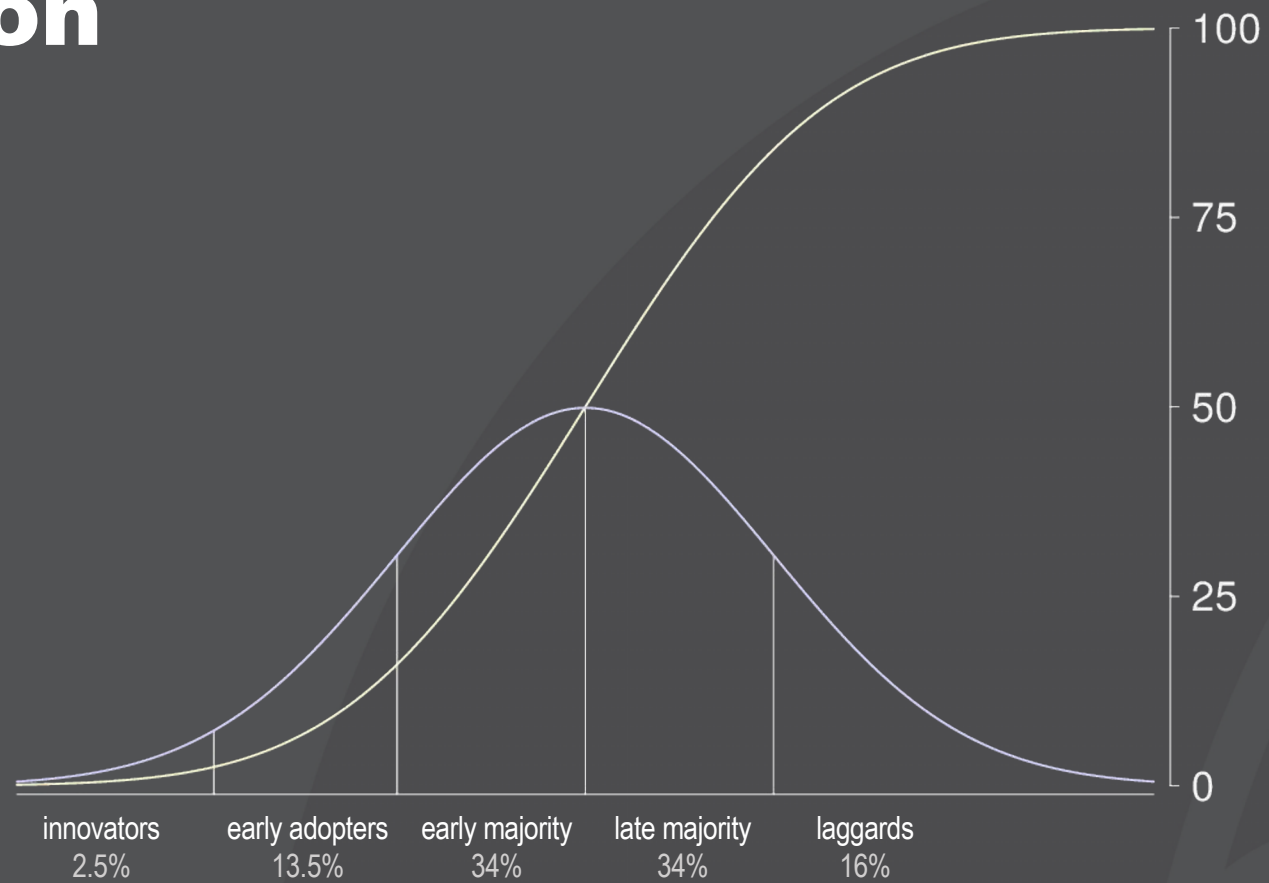
**RED OCEAN**



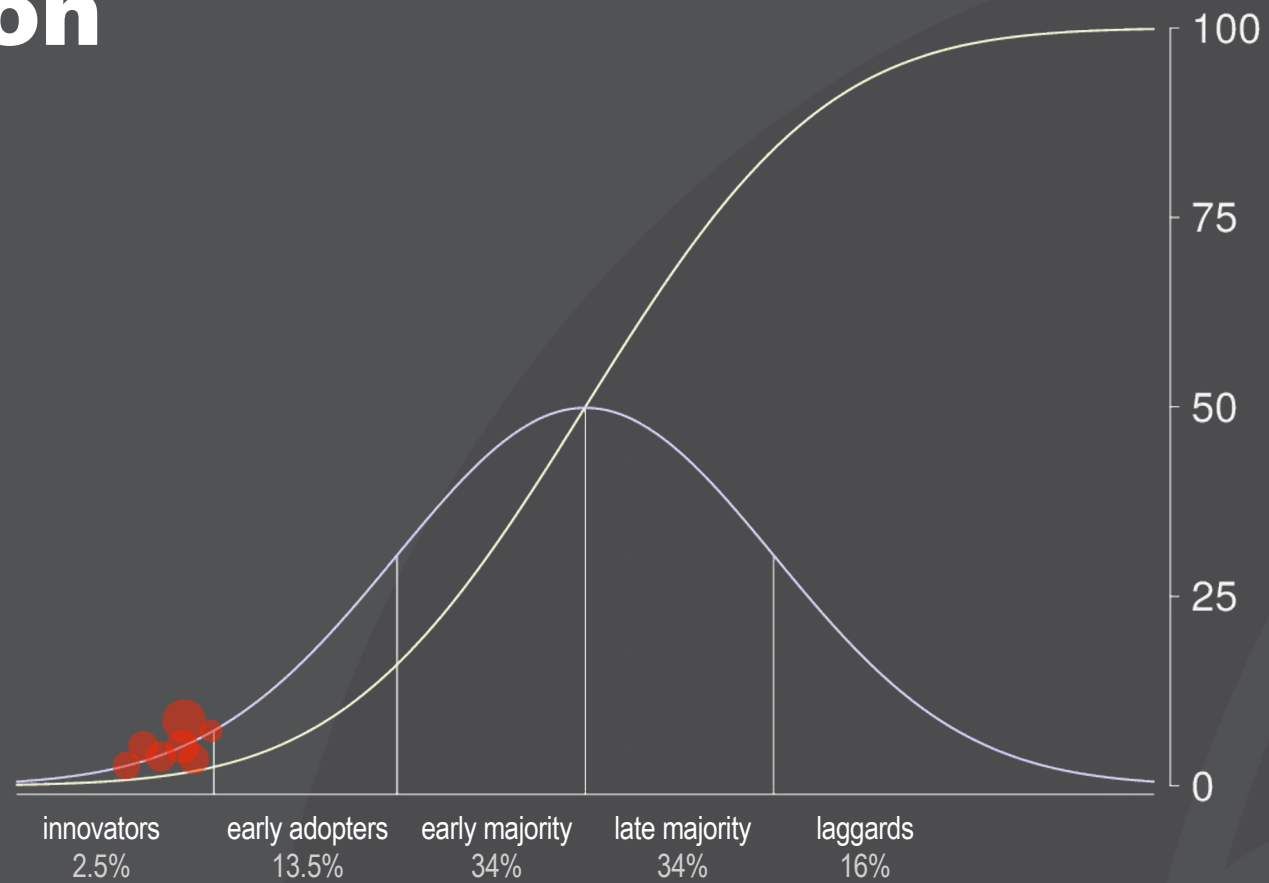
**BLUE OCEAN**



# Disruption

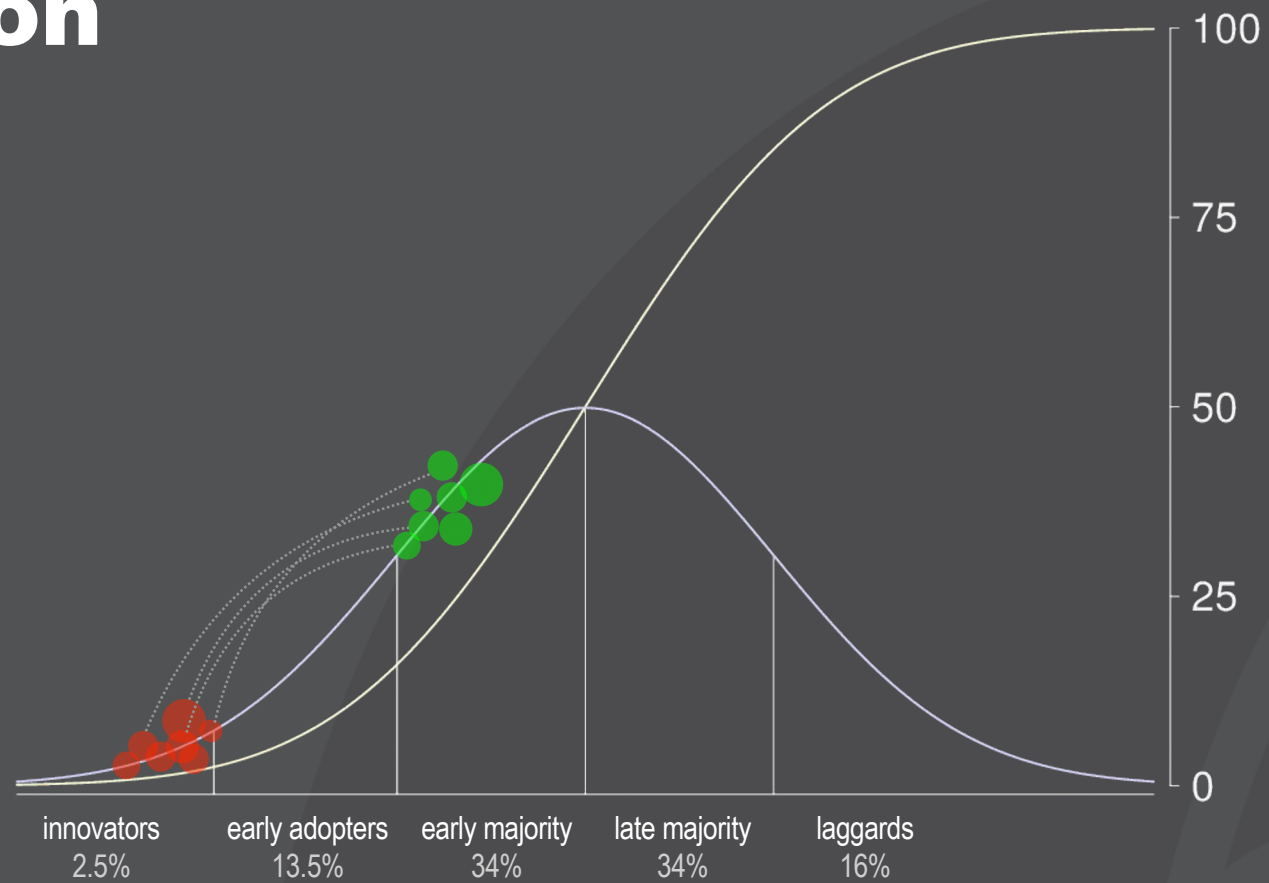


# Disruption





# Disruption









**You can move the  
market.**







“

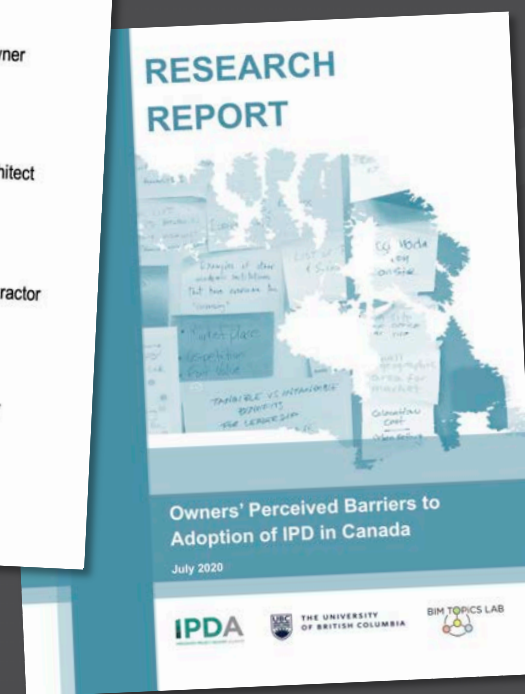
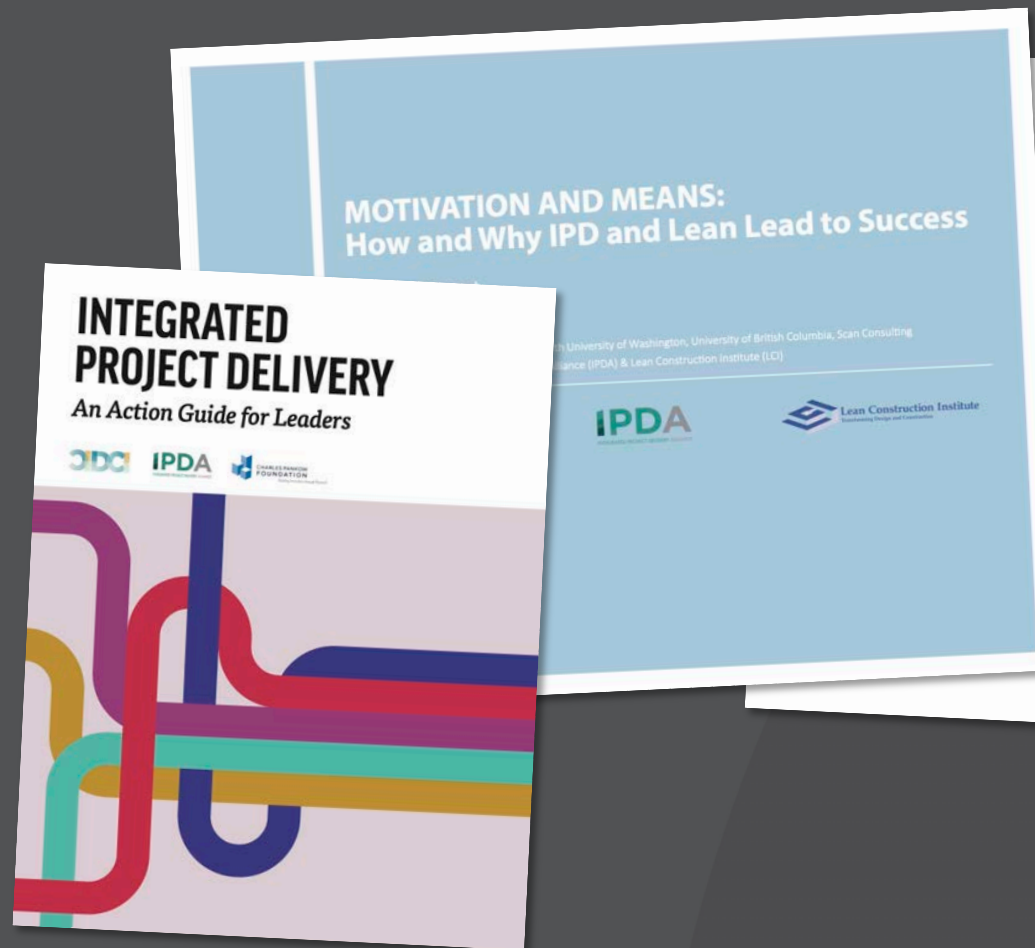
**We've created  
demand for  
\$2.5 billion of  
IPD projects.**



CHANDOS









**We're creating  
similar  
demand for  
Social  
Procurement.**



CHANDOS





# Social Procurement



# 89%

OF CUSTOMERS

are loyal to brands that share their  
personal values.

# 92%

OF EMPLOYEES

Would change jobs to work for a company  
that shares their values.



# 87%

OF EMPLOYEES

do not feel a sense of purpose in their  
day-to-day work.

# 64%

**NEARLY 64% OF THOSE  
BORN BETWEEN 1980 & 1995**

won't take a job if an employer is not  
socially responsible.

# 85%

**OVER 85% OF THOSE  
BORN BETWEEN 1995 & 2010**

believe companies have a moral obligation  
to solve social issues.



# 46%

OF CANADA'S

...construction industry are planning to  
retire within the decade.













“

**The world's  
greatest social  
problems are the  
world's greatest  
business  
opportunities.**

- Peter Diamandis



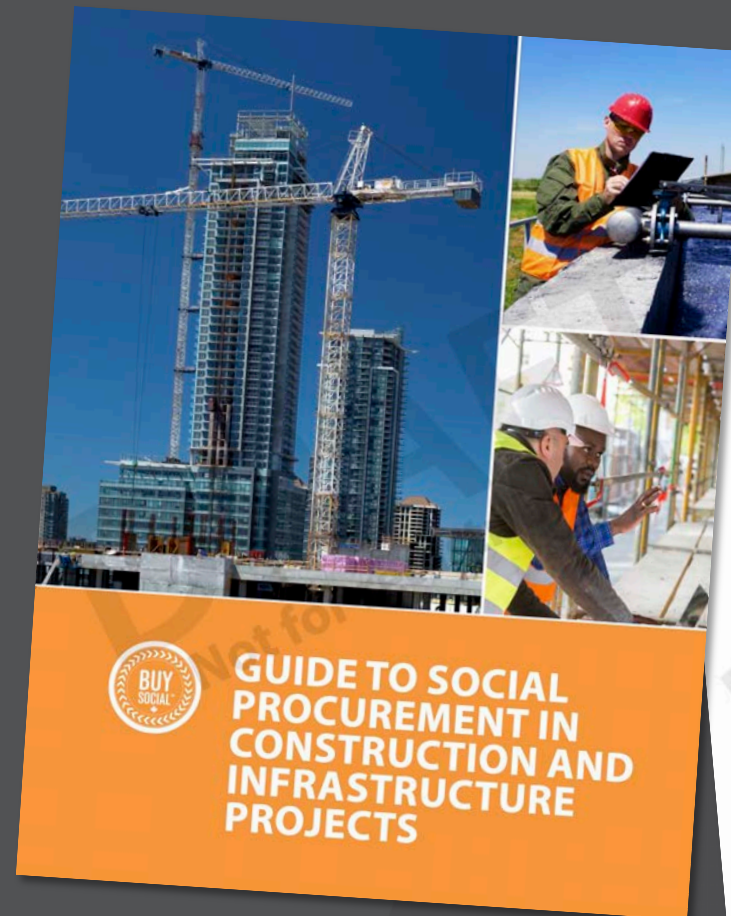
CHANDOS











## 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

December 13, 2019



Dear Ms. Anand:

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

On Election Day, Canadians chose to continue moving forward. From 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 responsibility 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 Government. I expect 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 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 Parliament.

make

Canada's media and your engagement with them in a professional and timely manner are 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, merit-based 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.

As Minister of Public Services and Procurement, you will ensure services within your 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, lessons learned 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:

- With the support of the President of the Treasury Board, continue the modernization of procurement practices so that they are simpler, less administratively burdensome, user friendly, deploy modern comptrollership, encourage greater competition and include practices that support our economic policy goals, including innovation, as well as green and social procurement. Your implementation of the e-Procurement Solution will be central to this priority.
- 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.
- Work with the Minister of Indigenous Services and the President of the Treasury Board to create more opportunities for Indigenous businesses to succeed and grow by creating a new target to have at least 5 per cent of federal contracts awarded to businesses managed and led by Indigenous Peoples.
- 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 creation of Defence Procurement Canada, to ensure that Canada's biggest and most

flex National Defence and Canadian Coast Guard procurement projects are entered on time and with greater transparency to Parliament. This priority is to be entered concurrently with ongoing procurement projects and existing timelines. Work with the Minister of Innovation, Science and Industry, as well as the Minister of Fisheries, Oceans and the Canadian Coast Guard to continue the full renewal of the Canadian Coast Guard fleet, and with the Minister of National Defence to continue the renewal of the Royal Canadian Navy Fleet, continuing the revitalization of the shipbuilding industry across Canada, creating middle class jobs and ensuring Canada's marine services have the modern ships that they need.

Work 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 to construct Canada's fighter aircraft fleet.

With the support of the Minister of Digital Government, eliminate the backlog of outstanding pay issues for public servants as a result of the Phoenix Pay System to rebuild their confidence in the integrity of their pay and pensions.

- Support the Minister of Digital Government on the Next Generation Pay and Human Resources System to replace the Phoenix Pay System and support the President of the Treasury Board to actively engage Canada's major public sector unions.
- Work with the Minister of Employment, Workforce Development and Disability Inclusion to develop a proposal to require that government suppliers participate in the new Canadian Apprenticeship Service, and require that federal construction contracts meet targets for greater inclusion of women in the trades.
- Working with the provinces and energy suppliers, develop a strategy to power federal buildings with 100 per cent clean electricity, where available, by 2022. Commit to being a first purchaser to help support the growth of new clean electricity/renewable power sources as they become available.
- Explore measures that support the conversion of Government fleets to zero-emission vehicles.
- 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 Gender Equality and Rural Economic Development will support you in improving Canada Post services in rural and remote areas.
- Be the lead Minister for the National Capital Commission (NCC) and leverage your department's strengths in real property management and heritage rehabilitation

demonstrated in the Parliamentary Precinct rehabilitation. You will work with the NCC 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-term integrated interprovincial crossing plan led by the NCC, and investing to rehabilitate and maintain the crossings, including the Chaudière and Macdonald-Cartier bridge
- Support the Minister of Crown-Indigenous Relations to conclude the Government contribution to the space for Indigenous Peoples in the Parliamentary Precinct.

- Working with the Minister of Canadian Heritage and the Minister of Indigenous Affairs to leverage the expertise of the Translation Bureau to help preserve, protect and revitalize First Nations, Inuit and Métis languages by increasing the availability of translation interpretation services.

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

I expect you to work closely with your Deputy Minister and their senior officials to ensure that the ongoing work of your department is undertaken in a professional manner and that 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 application of our values and principles to these decisions so that they are dealt with in a timely and responsible manner and in a way that is consistent with the overall direction of Government.

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

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 government with pride and trust.

As Minister, you must ensure that you are aware of and fully compliant with the *Conflict of Interest Act* and Treasury Board policies and guidelines. You will be provided with a copy of the *Open and Accountable Government* to assist you as you undertake your responsibilities. I ask that you carefully read it, including elements that have been added to strengthen it, and ensure that your staff does so as well. I expect that in staffing your offices you will hire people 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, which apply to you and your staff. As noted in the Guidelines, you must uphold the highest standards of honesty and impartiality, and both the performance of your official duties and the arrangement of your private affairs should bear the closest public scrutiny. 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 highest standards of professionalism and that it is a safe, respectful, rewarding and welcoming place for your staff to work.

I know I can count on you to fulfil 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 you in your role as Minister.

Sincerely,

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



Public Services and  
Procurement Canada

Ontario



Toronto

peterborough



ASHOKA  
CANADA



REGIONAL MUNICIPALITY  
OF WOOD BUFFALO



THE UNIVERSITY  
OF BRITISH COLUMBIA



THE CITY OF  
VICTORIA



Community  
Benefits.ca

senco

Social Enterprise  
Network of  
Central Ontario



BC HOUSING

SFU

SIMON FRASER  
UNIVERSITY

ATKINSON

For social and economic justice



CITY OF  
VANCOUVER



Hamilton



BRITISH  
COLUMBIA

IMAGINE  
CANADA



United Way

Calgary



CHANDOS





SOCIAL  
ENTERPRISE  
INSTITUTE



THE UNITED CHURCH OF CANADA  
**FOUNDATION**



Toronto Community Housing



UNIVERSITY OF  
**TORONTO**



TORONTO  
FOUNDATION



CHANDOS

# Policy and action.