

Ontario Social Procurement system Map

for the Ontario Social Procurement Partnership

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Executive Summary

1. Introduction

Social procurement is the practice of using existing investments in infrastructure and the purchase of goods and services to generate social and economic value, such as the creation of decent work opportunities for jobseekers experiencing employment barriers, and equitable opportunities for diverse suppliers and social enterprises to do business with institutions. These institutions can include community anchors (e.g. municipalities, universities, hospitals, transit authority) and large private sector employers (e.g. consortium contract by government to build infrastructure). Proponents of social procurement position it as a promising method to generate inclusive economic development in communities, ultimately reducing poverty and improving wellbeing.

This report has been commissioned by the Ontario Social Procurement Partnership (“the Partnership”), a coalition made up of the Ontario Trillium Foundation, the City of Toronto, the Atkinson Foundation, Buy Social Canada, and the Canadian Community Economic Development Network. The collective ambition of these organizations is to develop a vibrant and sustainable social procurement system in Ontario.

The Partnership has identified that the field of social procurement in Ontario is in its infancy, and that there is a need to connect communities, industries, institutions and other key stakeholders to build a robust and supportive regional system. To that end, this report develops a system map of the current social procurement system in Ontario, and identifies leverage points for improving the community benefits generated by the system.

The report structure is as follows:

Section 2 provides the methodology used to construct this report. The authors’ scoping criteria of the system map are described, as are the research inputs, including the survey instrument, interview questions, and workshop used to engage key stakeholders.

Section 3 describes the visual system map that has been developed in tandem with this report. This system map presents a vision for how a mature social procurement system in Ontario could be structured.

Section 4 describes the observed social procurement system as it currently exists. This section uses the USAID 5Rs Framework (described in Section 2. Methodology) to segment the findings, and notes the findings that are specific to social purchasing, and that are specific to community benefit agreements. Appendix 4. List of Actors is an input to this section as it assesses the relationship of each anchor by the 5R Framework.

Section 5 discusses opportunities for improving the current system. This section is again segmented to reflect the 5Rs Framework. Specific leverage points are identified where a carefully designed intervention could shift the current system.

[Section 6](#) offers **brief concluding thoughts** from the authors to synthesize the findings of this report, including a summary of opportunities for improving the system.

[Appendices](#) follow that provide more detail to support the observations and insights in the report.

2. Methodology

System maps can be constructed with a variety of methodologies. Some system maps remain at the level of theory and generalizable systems, while others delve into input-output accounting of a specific system with firm boundaries. This report seeks a balance between these poles by establishing boundaries that allow the authors to reasonably capture the dynamics of an emerging province-wide system, while providing sufficient depth to discover leverage points for actors in specific municipalities.

A variety of terms are used by system actors to describe the various processes and outcomes generated of social procurement. In this report, the term ‘social purchasing’ describes the act of buying a good or service directly from a supplier (e.g. social enterprise, owned by historically marginalized community) that generates social and economic value. ‘Community benefit agreements’ are defined as contractual tools that require and/or incentivize a third-party to prioritize the hiring of a target workforce, or buy goods and services directly from a supplier that generates social and economic value. Collectively, social purchasing and community benefit agreements are referred to as ‘social procurement’. The outcomes generated by social procurement are referred to as ‘community benefits’ and can include positive environmental, social, economic and workforce development outcomes.

The following scoping criteria are applied to the system:

- **Target Result:** The community benefits that are achieved through social purchasing and community benefit agreements. There is overlap with ‘sustainable’ and ‘environmental’ purchasing, however, the emphasis on social and workforce goals is unique.
- **Target Roles:** Analysis is focused on anchor institutions as significant purchasers of goods and services, and infrastructure development, notwithstanding the fact that anchor institutions may also play the role of funder, intermediary, advocate, or resource hub, in specific cases. Other actors (e.g. social enterprise, equity seeking communities) and roles (e.g. regulators, intermediaries, advocates, funders) are considered within the context of their relationship to anchor institutions.
- **Target Geography:** The analysis is limited to activities that occur within Ontario. This may include organizations that operate nationally or are headquartered outside of Ontario if they have defined roles in the Ontario system, provide essential resources, or apply rules that impact those who operate in Ontario. Future research may wish to apply the findings of this research at the municipal- or metropolitan-level , for identification of specific actors resource flows with the goal of partnership development and intervention development. .

The following research inputs were used to complete this report:

- **Insights from the Ontario Social Procurement Partnership:** Regular meetings with the Partners allowed the authors to receive ongoing feedback on the research design and emerging system map.

- **Document Analysis:** Reports, websites, policy documents, and other digital resources were reviewed. Documents were identified by (1) consulting the Partners for recommendations on salient documents, (2) conducting a web search with key terms, (3) exploring the websites of actors identified in reviewed documents, and (4) reviewing the websites of relevant associations and resource hubs.
- **Surveys:** Surveys were sent to research participants (interviews described in the following bullet) to solicit detailed responses on the role of a participant’s organization, the role of key partners, and opportunities for improving the system. See [Appendix 1](#) for the survey template.
- **Interviews:** Research participants were identified in collaboration with the Partners . 12 semi-structured interviews were conducted, and participants were selected who had significant expertise on the topic of social procurement in Ontario and experience with multiple system roles and perspectives. See [Appendix 2](#) for a list of interview questions.
- **Conference Workshop:** The authors were invited by the Partners to lead a participatory workshop at a Toronto conference for social procurement practitioners in November of 2019. Participants were asked to provide feedback on the role of anchors in the social procurement system, and to identify organizational change barriers that limit implementation by anchors. See [Appendix 3](#) for an overview of the workshop design.

The insights garnered from the research process are found throughout this report. System actor-specific descriptions are provided in [Appendix 4. System Actors](#). This appendix is not an exhaustive list of system actors, but rather captures actors who were identified in publicly available documents, and through the responses of research participants. The purposes of this appendix are to inform Section 4’s observations of the current social procurement system, and to gain a deeper understanding of where system actors are coalescing around a set of norms and where there are divergences.

To map the Ontario social procurement system, this report employs the United States Agency for International Development (USAID)’s “5Rs Framework” which is designed to identify how a system currently functions, and leverage points within the system where targeted interventions can produce positive change. The “5Rs” represent five key dimensions of a system and ask the following questions:

- **Results:** What is the target result that defines the system? What are secondary results of interest to clusters of actors within the system? What metrics are used by actors in the system to evaluate results?
- **Roles:** What roles do actors currently perform? Do some actors perform multiple roles? Are actors effective in the roles they have taken on? Are there any roles that seem to be absent? For the purposes of this report, the authors have used the term ‘functions’ instead of ‘roles’ to emphasize that organizations may have multiple functions.
- **Relationships:** What relationships exist between role-actors? How important are the relationships to each partner? What relationships are missing or weak?
- **Rules:** What coercive (laws) and normative (cultural) rules affect the system?
- **Resources:** What resources are currently used and who provides these resources? What additional resources are needed? Are these resources sustainable?

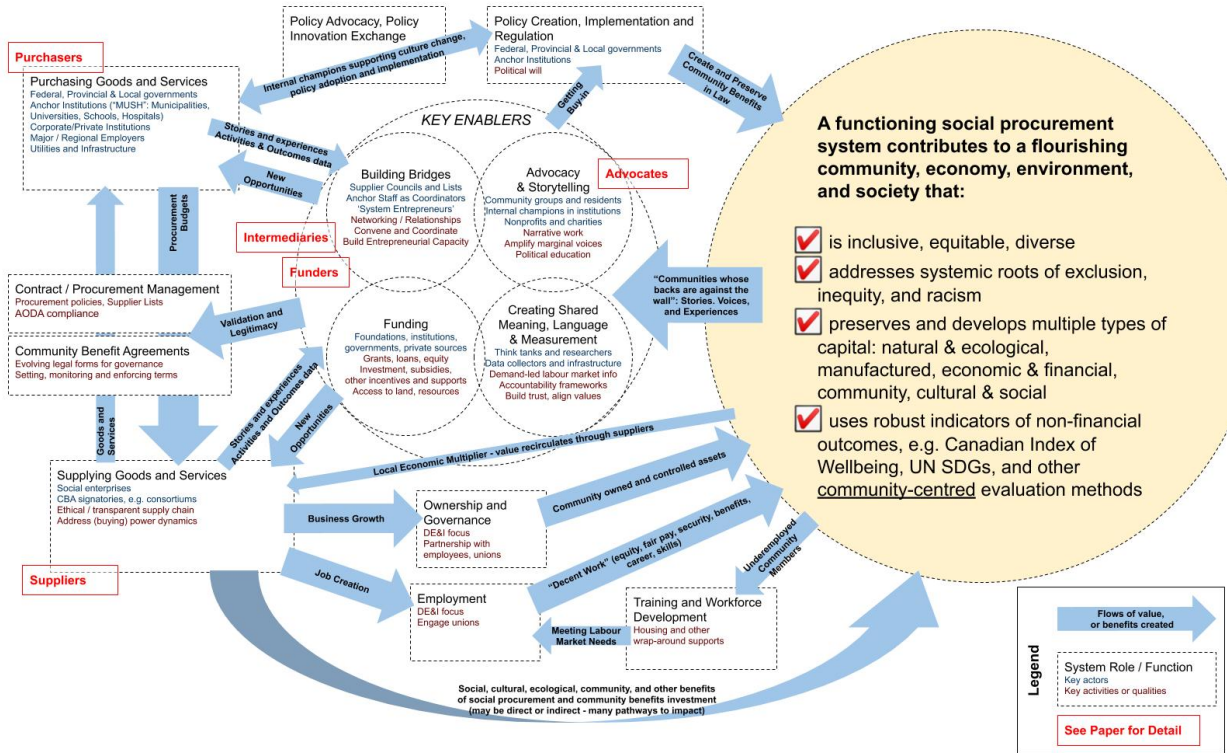
[Section 4. Ontario’s Social Procurement System](#) and [Section 5. Opportunities and Leverage Points](#) were segmented to align with the 5R Framework.

3. Mapping a Social Procurement System

This report should be read alongside the [visual system map](#) which is designed to illustrate the functioning of a mature social procurement system in Ontario.

(high res version: [System Map Diagram](#))

Ontario Social Procurement Ecosystem Map | version 1.3 November 28 2019



This section is a written description of the system map elements.

3.1 – Results

The system map has the goal of “producing community benefits of a flourishing community, economy, ecology, and society” that is inclusive, equitable, and diverse. The production of these community benefits “preserves and develops multiple types of capital”, including natural & ecological, manufactured, economic & financial, and cultural & social capitals.

These multi-capital improvements occur due to the actions of many actors that leverage local economic and community investments.

At the community level, these multi-capital improvements are reflected in:

- a local economic multiplier that is generated by the activities of suppliers. This occurs as a result of the economic and social gains by diverse and inclusive local owners & shareholders, and the workforce. For example, workers receiving fair pay and job security may increase spending in their neighbourhoods, which circulates additional dollars within the local economy.

- good work for a diverse and inclusive workforce. Workers enjoy a variety of benefits, including lower levels of stress and anxiety related to long-term poverty, additional free time to spend with friends and family, and opportunities for skills development and upward mobility.
- profits are received by a diverse and inclusive array of local owners & shareholders who subsequently reinvest some of those profits back into the continued development of local suppliers. Profits help to build wealth in traditionally equity-seeking communities.

Federal, provincial, and municipal governments achieve their goals of stronger local communities from a flourishing economy and society. They also gain tax revenues from the additional economic value created by local economic actors. At the same time, the multi-capital improvements provide cost offsets to governments, such as reduced expenditures on social assistance programs as good work and profits result in better standards of living.

Additional benefits are captured by impact investors in the form of financial and non-financial returns, and foundation funders through mission fulfillment.

3.2 – Functions

Purchasers

The role of purchasers is performed by a variety of actors, including anchor institutions (municipalities and related services, universities, schools, and hospitals), large businesses and major regional employers, small- and medium-sized businesses, utilities, and agencies that develop significant infrastructure. Purchasers use some or all of their existing procurement budgets to buy goods and services, or establish community benefit agreements, that have a measurable benefit to local economic actors. For example, a municipal housing corporation can -integration social enterprise to complete drywall repairs and landscaping duties, or establish a community benefit agreement to prioritize hiring a percentage of apprentices from equity-seeking groups to work on the construction of a new housing complex. contract a work

Intermediaries

In social procurement, purchasers engage intermediaries to access established networks of suppliers that meet the requirements of the *purchaser*, such as purchasing from suppliers where majority ownership and control is held by Indigenous persons. The intermediary certifies the supplier as representing a diverse population. The intermediary may provide additional services, including sales support and training for the certified supplier, and maintain databases to assist purchasers to identify diverse suppliers.

In workforce development activities, intermediaries have a deep understanding of the people from equity-seeking groups in their local communities. Intermediaries weave together labour market information from *governments* and the needs of employers to inform training programs and other wrap-around supports, providing a pathway that ensures local people from equity-seeking groups are the best candidates for jobs created or supported by purchasers.

Advocates and Resource Hubs

Advocates are local organizations, coalitions of organizations, faith communities that represent a neighbourhood, equity-seeking community, or other distinct local community. To advance the cause they represent, advocates conduct research to identify opportunities and leverage points to realize multi-capital improvements, then engage both suppliers and purchasers to establish community benefit agreements or contracts to purchase goods and services which meet the objectives of the community that the advocate represents.

Resource hubs perform a similar function in that they provide information to purchasers and suppliers to assist with education and policy development, and to connect with other system actors. They differ from *advocates* as they focus on advancing the social procurement system, as opposed to the interests of a specific cause or community.

Foundation Funders & Impact Investors

Foundation and impact investors are distinct functions that share common features. Both functions provide capital and advisory services to local economic actors. The capital provided takes different forms, which will be discussed in section [3.3 – Resources](#). Impact investors come in many different forms, and include philanthropic investment intermediaries, government financing programs, and high-net worth individuals.

Foundation funders play a unique role as convenors and capacity builders, bringing together system actors to identify opportunities and leverage points for improvement. As described in [3.3 - Resources](#), foundation funders build the capacity of intermediaries, resource hubs, and advocates through the provision of grants.

Government as Legislator and Regulator

As will be discussed in [3.5 – Rules](#), each level of government has an important role to play in establishing policy frameworks that both enable and constrain social procurement. Governments can also contribute to the system as purchasers, however, this is a distinct role that should be considered separately for the purposes of system mapping.

[3.3 – Resources](#)

For the purposes of system mapping, resources are the inputs that drive the system. While the profits of local owners & shareholders are a transfer of resources that have a positive impact, they do not represent new resources entering the system, but rather the result or impact of the resources once in the system.

Government Funding

Governments provides funding and administrative support to the system, including contributions to purchasers, resources hubs, intermediaries, and foundation funders. If the total sum of funds contributed to the system by governments is less than the combined costs offset and tax revenues, then governments will receive a net gain from their involvement in the system.

Foundation Funders & Impact Investors

Foundation funders provide grants to support suppliers, including the development and growth of social enterprises. Both foundation funders and impact investors provide loans or equity investments to finance suppliers, earning both a financial and mission-related return.

Purchasers

A core argument for social procurement is that purchasers can apply positive screens to existing procurement budgets to have a social impact, as opposed to finding additional dollars to undertake a philanthropic program. The “procurement budgets” arrow on the visual system map represents the share of the total procurement budget of a purchaser that is redirected to suppliers where positive social impact is a requirement.

3.4 – Relationships

The visual system map is not able to capture all of the complex relationships that exist between functions. For example, foundation funders may provide grants to *advocates* as well as to suppliers. The relationships identified on the visual system map are deemed to be the most significant to generate the results and maintain long-term stability.

The most significant relationships identified are:

Government as capacity builder

The funding and/or administrative supports provided by governments to purchasers, resource hubs, intermediaries, and foundation funders creates a direct relationship. The strength of these relationships and the power dynamics differ across the functions. Purchasers, as large institutions, may have the ability to resist unilateral actions made by governments and require long-term commitments. Due to their relative size and resources, intermediaries and resource hubs are more likely to have a transactional relationship with governments with limited ability to resist unilateral actions made by governments.

Government-Supplier

Governments have direct relationships with the suppliers as tax authorities and regulators. Governments can significantly impact suppliers through changes to tax rates or rules governing corporations and charities. The power dynamic is such that suppliers have a limited ability to influence or resist unilateral actions by government. There is an indirect relationship between government and suppliers as governments benefits from the costs offset by suppliers. This cost offset is the collective impact of all suppliers, and government is unlikely to notice the gain or loss of an individual supplier.

Purchaser-Supplier

This is the core relationship in the system map as the intended results cannot be generated without this relationship. The purchasers have significant power due to their relative size and resources.

3.5 – Rules

Government Rules

Government policies can either enable and incentivize purchasers to engage suppliers, or constrain both *purchasers* and suppliers due to uncertainty and perceived risks. Policy-making is complicated by the fact that suppliers operate in a range of industries, at various sizes of revenue and employment, and using different governance arrangements.

Purchasing Policies and Norms

Social procurement is enabled by purchasers through the creation of both purchasing policies, and an internal culture that rewards purchasers for constructively working with suppliers to purchase goods and services, and to establish community benefit agreements.

4. Ontario's Social Procurement System

4.1 – Observed Results

There are still relatively few examples to demonstrate success in achieving the expected results of social procurement beyond the 'low hanging fruit' of purchasing services like catering, gifts, or other consumables from local social enterprises. Anchor institutions are setting policies that enable social procurement, and are supporting the alignment of system resources to set shared goals and support supplier engagement. However, the system isn't yet at a 'tipping point' where there is sufficient momentum for the broad adoption and participation that would lead to observable system-level changes. Some observed results are indicative of early-stage or interim results/progress, like planning activities, and setting organizational or partnership goals and intentions.

Notable successes include:

- **Metrolinx's Crosstown CBA** is the best-known example to date for CBAs in Ontario. It emerged from Metrolinx's internal need to rebuild trust with communities in the wake of the UP Express project and local *advocates* seeking community benefits from this similarly disruptive large infrastructure project. The project has reported workforce development and local investment benefits on a quarterly basis, which includes hiring from equity-seeking groups. The project yielded valuable insights into how to conduct the consultation, develop partnerships, and draft contracts and agreements for future CBAs. It also has had unexpected success in hiring new Canadians with foreign credentials.
- **Georgian College** has identified social purchasing as a strategic priority to achieve goals specific to the students and rural communities they serve: student success, rural job growth and community resilience. Student-led social enterprises are expected to create jobs that keep young people in the area; this in turn creates employment, including good jobs for people with barriers to employment. Georgian College believes that social purchasing and social entrepreneurship will support student recruitment, and early results suggest that staff are responding positively and value that the College is not using purchasing and investment dollars to "line the pocket of a big company" whose workers earn minimum wage. Staff see the benefit of local and social purchasing, because it provides a solution that supports the communities in which they live.

- **The City of Toronto Social Procurement Program** was adopted by City Council in May 2016 to address recommendations made in its 2015 Toronto Poverty Reduction Strategy. A detailed social procurement policy and program framework was adopted by City Council in August of 2019. Unofficially, the poverty reduction strategy is the guiding vision for procurement, and is complementary to the Strong Neighbourhoods Strategy 2020, particularly in neighbourhood improvement areas. Embedding supply chain diversity and workforce development initiatives within the City’s procurement processes is expected to drive inclusive economic growth. Anecdotally, numbers are improving every quarter as more buyers are reaching out and more diverse suppliers are winning bids.

Success factors for the development of a social procurement system

Clear definition of success: Targets are most effective when they are embedded early in project specifications, however, without a strong baseline of evidence, it is hard to know what can be achieved. As a result, procurement managers may default to conservative targets, or to not establish any targets, to mitigate risks associated with missing a target.

One interviewee gave the example of setting goals for ‘targeted hires’, and the need to account for both workforce development pathways, and to evaluate additionality of social procurement compared to the number of employees who would have been hired anyway – this requires project managers to think about measurement early on in the process if meaningful data is to be collected.

Several system actors are currently working with the Common Approach to Impact Measurement Project (Kate Ruff, Carleton University) to develop a shared but flexible approach to impact measurement.

Clear communication about strategy and tactics: while some system actors base their strategy around developing entrepreneurs, others focus on hiring or training (and within that, “diversity” and “local” targets, which are distinct but not necessarily incompatible). There is a lack of long-term strategy and coordination for the system as a whole. Anchors play an important role in coordinating overlapping mandates and goals, and keeping a comprehensive range of outcomes in mind (e.g. keeping ‘sustainability’ on the agenda where programs may tend to look exclusively at social or financial outcomes).

4.2 – Observed Functions

Purchasers

Interviewees for this project asserted that large institutions have a strong interest in social procurement, and that the growing number of anchor institutions establishing social procurement policies will lead to innovations that will inform the work of others in the system in the near term.

For purchasers with established social procurement policies, the work is shifting away from policy and towards the challenges of implementation, including internal behaviour change, workforce development, and supplier partnerships. One participant reported employee engagement benefits, with managers expressing excitement at the opportunity to experiment with partnerships that better align with the values of the organization.

Suppliers

While it was noted that new models are emerging that push suppliers beyond traditional low-entry markets such as catering, there is a misalignment between the goods and services that purchasers demand, and the goods and services that suppliers provide. Research participants commonly identified an overall lack of supply as a key barrier. Suppliers are seen as being too small and lacking business competencies to compete for larger contracts. As a result, suppliers struggle to grow their operations.

The Metrolinx community benefit agreements were broadly understood to be a success, although multiple participants expressed a desire to see the workforce development targets increased.

Foundations and Funders

Foundations recognize social procurement as an emerging practice area and are responding with grants to (1) nonprofits and charities to build capacity, (2) advocates to engage in the development of community benefit agreements, (3) social enterprises and other suppliers of goods and services to support growth, (4) support workforce development organizations, and (5) fund research and resource hubs.

Advocates and Resource Hubs

Charitable foundations and municipalities, in their function as advocates for communities and the social procurement system, have convened networks of purchasers, policymakers, workforce development organizations, fellow advocates, funders, and other key system stakeholders to identify opportunities for advancing the system, with a particular focus on community benefit agreements (e.g. AnchorTO, Hamilton Community Benefit Network). The role of advocate is viewed as particularly important in the community benefit agreement space because communities lack technical local economic development planning and legal expertise. In addition, long timelines without ongoing rewards or funding creates barriers for the continued involvement of volunteers or under-resources communities.

Purchasers rely on resource hubs to support exploration and early development of social procurement policies and programs, as well as longer-term supports and resources to enable implementation and remain aware of emerging best practices across the system.

4.3 – Observed Resources

Critical role of staff across system

Staff were identified consistently as a critical resource for the success of social procurement initiatives. For purchasers, staff functions include (1) developing and implementing policy, (2) ensuring compliance with relevant regulations, (3) managing calls for proposals, (4) maintaining relationships with suppliers and diversity certification bodies, (5) maintain lists of suppliers and where possible share this list with internal buyers, (6) make policy recommendations, and (7) evaluate success.

Municipalities, advocates, and resource hubs reported capacity challenges due to budget limitations that prevented the hiring of additional staff. This challenge appears particularly pronounced for advocates and resource hubs, who noted that without foundation or government funding social procurement work is often completed ‘off the corner of the desk’ of interested staff members, without the resources to fully engage and drive system development.

Research participants noted the importance of senior leadership within an organization to set a vision and drive action. Committed leaders create the conditions for staff to take chances when implementing social procurement initiatives.

Resource Hubs and Advocates provide valuable information and raise awareness

One participant noted the success with which advocates and resource hubs have promoted the concept of social procurement, and the resulting high levels of awareness among purchasers. In addition to their awareness building work, resource hubs were also credited with providing important support for purchasers as they research social procurement and develop their first policy.

Supplier lists useful but inaccessible

Lists of diverse suppliers from certifying intermediaries are often only available to paying members and cannot be shared. Contractors are typically not members and so do not have access to these lists, which presents a barrier to purchasers requiring or requesting contractors to sub-contract a percentage of work to certified suppliers.

The lists themselves are also targeted to large, national-scale private sector organizations, which make up a substantial part of their memberships, and so can have significant gaps at the local level where purchasing organizations often focus their social procurement efforts. Similarly, there is a lack of detailed and regularly maintained lists of social enterprises.

Reliance on Government Funding continues

Section 3.3 described the importance of government funding to the system, particularly during its formative years. Participants raised concerns with both the lack of government funding (particularly the cancelling of the Procurement and Investment Readiness Fund) and the possibility of becoming overly reliant on dollars that can be withdrawn or carry usage restrictions.

4.4 – Observed Relationships

Municipal governments lead coordination and policy development

Municipalities are all important coordinators of the systems in their regions. Many system actors in the Greater Toronto Area look to the City of Toronto as the system leader and coordinator. Outside of the Greater Toronto Area, system actors use the City of Toronto as a case study to support local advocacy.

The City effectively uses grants and other programs to influence procurement; the Social Policy unit drives policy change for the City organization, and through its regulatory role, for community-based organizations as well.

High transaction costs stifle small contracts

The cost of securing a contract for goods and services was identified as being disproportionately high to the benefit received in many cases due to the small volume of the sale. This disincentivizes both purchasing managers and suppliers – this is analogous to the challenge with contract monitoring and outcomes evaluation, below.

Monitoring and evaluation are capacity challenges

Purchasers find it challenging:

- to set targets for activity and outputs of social procurement because of the relative lack of available baseline data, or clear definitions of success
- to find sufficient partners/suppliers/contractors to meet targets because the system is still nascent
- to track outcomes and ensure vendors have done what they're supposed to do in an easy to report way, because there are no 'off the shelf' systems to do so, and the size of contracts are not sufficient to support more than a minimal evaluation and monitoring effort.

Lack of information and coordination for effective workforce development

There is little coordination in the workforce development sector, with over 200 points of service from employment agencies in the GTA. These agencies receive funding based on a per-placement basis, and there is little incentive to cooperate to provide a steady stream of candidates to match openings.

One research participant noted that essential skills and literacy training is seen as separate from rather than integral to training of local candidates, meaning many candidates remain unprepared for opportunities. Governments share labour market information and purchasers share project hiring needs too late in the process for intermediaries and training organizations to prepare local candidates to be the best candidates for openings from suppliers. **Supplier diversity councils out of reach for smaller actors**

Membership fees for certifying intermediaries are expensive and out of reach for smaller institutions (e.g. membership in the Canadian Aboriginal and Minority Supplier Council begins at \$2,500). This limits access to the lists of diverse suppliers to a few purchasing organizations. The membership of those certifying intermediaries remains large private sector organizations, which means the list is not targeted to public sector procurement priorities.

General capacity constraints, especially for implementation

Several participants described inadequate supportive infrastructure for information sharing, communication, planning, and implementation of social procurement projects. Toronto Community Benefits Network (TCBN) reports that despite collective alignment on policy among its members, it lacks the infrastructure to meet community demand for technical implementation support.

Participants identified opportunities for intermediaries, and supply and demand side organizations to connect and exchange information related to social procurement, social enterprise development, and resource opportunities outside of the institutions. It was suggested that this information exchange could occur through existing networks such as S4ES, Social Enterprise Network of Ontario, Buy Social Canada, or others.

The 'C' in CBAs: need to bridge gaps in legal frameworks

It is a challenge for suppliers to engage non-incorporated community groups (e.g. coalition of concerned citizens) to participate in community benefit agreements or other relationships requiring a formal legal agreement. Questions arise about who has standing, the longevity of individual commitments, and confidentiality.

- Current approaches include: A CBA may be negotiated between a formalized community coalition and proponent, with the municipality as co-party;
- The municipality may achieve community benefits through procurement requirements in the bid process with community groups receiving representation through councillors;
- In a ‘hybrid’ model, an anchor can engage communities and then advocate on behalf of the communities while facilitating a formal community role in ongoing contract monitoring and governance.

The Importance of advocates

Windsor-Essex benefited from the advocacy and support of the United Way of Windows—with funding support from the Atkinson Foundation— which convened local organizations to identify priorities for community benefits as part of the Gordie Howe International Bridge project. Building capacity in the community to engage in the public infrastructure development process and make sure local residents are at decision-making tables is a critical component of successful CBAs.

Hamilton also has local groups organizing to demand Metrolinx include a range of specific community benefits as part of the new LRT project, and invited the advocates that signed an MOU with the Eglinton Crosstown project to share their experiences and advice.

Political will remains essential

Prior to the 2018 Provincial election, social procurement counterparts in Buffalo and Detroit would look to the Greater Toronto Area as a strong example of an enabling policy environment. An interviewee described the current political landscape for social procurement: “While it isn’t clear that the Ontario system has lost ground, it isn’t clear how solid the ground is.”

Support for social procurement generally, and community benefit agreements specifically, is not uniform. The Canadian Construction Association has taken a strong position against social procurement generally, and specifically against [Bill C-344](#), which would have permitted the federal government to require community benefits from federal construction, maintenance, and repair projects if it had become law . The Association holds the view that the labour pool addressed by CBAs is inferior, and that if the government (through CBAs) “forces companies to hire certain people”, that will cost more in time and productivity and therefore raise costs to taxpayers.

4.5 – Observed Rules

Community benefit agreements

The CBAs that govern Metrolinx’ construction projects has resulted in some success , however, Metrolinx learned from the Crosstown LRT experience that the specifics are required as early as possible in an RFP process. In the case of the Crosstown LRT, the RFP did not include specific targets, only a mandate to “develop a plan” to meet community aspirations. This left communities without the ability to negotiate for hard targets afterwards – the subsequent ‘declaration’ that accompanied the project is not legally binding.

Interviewees cited the [Infrastructure for Jobs and Prosperity Act, 2015](#) as the best example of an enabling law, providing direction that major infrastructure projects of the provincial government and every broader public sector entity should promote community benefits, including “local job creation

and training opportunities..., improvement of public space..., and any specific benefits identified by the community.” . While community benefits were not required, they provided clarity that procurement decisions should consider more than direct cost. .

Collaborative purchasing agreements

One participant shared that provincial purchasing guidelines for the broader public sector will be changing. Requirements to use the provincial vendor of record list for certain purchases means those organizations not on the list will not be able to bid on a substantial amount of public procurement. Smaller businesses, including most social enterprises, do not individually have the capacity or scale to qualify for the vendor of record list. The participant suggested this provides an opportunity to create a new collaborative purchasing organization from among diverse suppliers and social enterprises to achieve the necessary scale to participate if and when the Province implements those changes.

Workforce development and organized labour – managing different regimes

Trade unions have not been significantly engaged in the social procurement system. While the goals of good work, job security and fair wages may be shared, the locus of control is different (with organized labour vs. organized purchasers / owners).

Union restrictions on who can work at a site can also be a barrier to some hiring and workforce development initiatives in social procurement. Unions have their own existing rules and regime in the form of collective agreements that prescribe who can gain employment in unionized job sites and workplaces.

Employment Ontario-funded agencies also present a challenge to the workforce development ambitions of social procurement as they are paid on the basis of their clients attaining work, rather than attaining decent work. These incentives have inhibited cooperation as each agency competes for clients, and cooperation is necessary given how many of these agencies often exist in each geographic area.

Rules and Treaties

Research participants supported the notion that public sector anchor purchasers are able to implement social procurement policies without conflicting with trade agreements. When asked, one participant reported that they have not received push-back from purchasing managers because of international trade agreements, stating that “no one has ever said ‘under CETA we can’t do this’”. The leadership of Buy Social Canada (through research and briefs) and the City of Toronto (through detailed staff reports and policies) to allay these concerns for purchasers was specifically noted by several participants.

Unlike in the private sector, where CSR mandates guide but do not severely constrain social purchasing options, public sector anchor purchasers are bound by regulations to prevent favoritism, and ensure fairness, transparency and consistency in purchasing decisions. Participants similarly agreed that these restrictions are manageable and do not significantly inhibit the social procurement system at this time.

Norms and rewards for Institutional purchasers

Policy innovation—from the City of Toronto and others—is important in that it sets out clear examples for others to follow (e.g. one can read the text of the procurement by-law or of a CBA). The processes to

gain support and buy-in for policies, and to implement them, is not as clear or well-documented, and more work is required to capture and mobilize this knowledge.

Informal group norms and professional culture among purchasers was proposed as a contributing factor to institutional inertia in the face of efforts to change purchasing processes. Implementing procurement policies, regardless of whether there is a social dimension, is an act of compliance, risk management, cost containment, and professionalism. The assumption is that effectively managing risk requires close adherence to rules. This suggests a role for leadership and education, and pilot projects to allow procurement managers to gain the comfort and experience with applying social dimensions to existing processes.

5. Opportunities and Leverage Points

5.1 – Desired Results

System Strategy

As an emerging system, social procurement in Ontario is in the process of coalescing around definitions, priorities, and strategies. Research participants suggested the following opportunities:

Clearer Language: Agreement on key terms is necessary, as is simplification to allow for communication outside of the system and to better engage procurement managers tasked with implementing social procurement. Examples provided of terms that require refinement include ‘social procurement’ and ‘equity-seeking communities’.

Defining Success: The time and financial cost required to launch and grow a social enterprise or diverse supplier can be significant. It is important to determine what the objectives of the system are to ensure that resources are appropriately used. Several discussion topics were posed to support the exercise of defining success:

1. While it is positive that an approved vendor with five employees provides decent work for those five employees, if the number of individuals employed cannot scale significantly does it justify the amount of work required to launch the enterprise? Will it result in system change?
2. Do social procurement policies ensure labour and wage standards at workforce training organizations to ensure decent work?
3. What are the characteristics of a coffee shop that supports at-risk or low income individuals that meaningfully differentiates the social business from a chain restaurant (e.g. Tim Horton)? Does it provide upward mobility?

Similarly, a different research participant cautioned against focusing solely on the tactics (e.g. type of supplier, technical components of CBAs) without first defining the desired system outcomes and long-term strategy. It was noted that the City of Toronto’s social procurement strategy started with the poverty reduction strategy before it was embedded in the procurement department.

Difference Between Goals: System goals and norms should continue to provide flexibility for anchors, and recognize that priorities can differ significantly in rural and urban, downtown and suburb, and Greater Toronto Area and the broader Ontario contexts. For example, a rural community may place a greater emphasis on workforce attraction and retention than equity-seeking communities.

Focus for Early Wins: During the formative years of Ontario's social procurement system it may be beneficial to focus energies on a subset of the broader system (e.g. type of supplier, location) to build capacity and demonstrate success. There is a recognition that additional 'big wins' are required to maintain momentum among existing actors and attract new actors.

Stronger CBA Targets: The Eglinton Crosstown LRT has a workforce requirement of 3.2% of total hours. Going forward, the success of existing CBAs should be used to justify increased requirements that deliver more significant results.

Certification

As the system works to develop shared outcomes and a long-term strategy, it should consider the alignment of these outcomes and the strategy with certification systems. One research participant questioned whether an intersectional lens should be applied to ensure that a business owned by an individual from a traditionally marginalized community is not themselves wealthy. Further, should certification include an element of wealth sharing beyond the owners?

The system map presented in Section 3. recognizes that economic activity in a community results in a local economic multiplier, it also assumes that the diverse and equitable shareholders and/or ownerships will reinvest a portion of the profits back into the organization. Both of these relationships could themselves be justification to not apply an intersectional lens while still prioritizing poverty reduction, however, it is a complex question with many dimensions. Further discussions should consider this question within the context of the system's outcomes and long-term strategy.

One research participant cautioned against becoming too prescriptive with certifications as large and mature nonprofits may be better suited than a start-up to provide a program that supports a marginalized community or to launch a social enterprise. Some flexibility may be required to assess existing organization at the program- or unit-level, instead of at the organization-level.

Communications, Storytelling, and Promotions

Social procurement has achieved a number of important milestones in recent years in Ontario, including the City of Toronto's procurement by-law and Metrolinx CBAs. Additional work is required to capture these stories and associated metrics to demonstrate success and promote the system. For example, one participant noted that importance of defining and championing the business case to convince *suppliers* with workforce development targets that participating provides long-term benefits and limited up-front costs. This storytelling will support practitioners to understand emerging best practices, create important case studies that can be shared with decision makers and politicians to prove the efficacy of

social procurement, and broadly change the public narrative about the role of anchor institutions in the creation of positive social change.

Community Engagement

Research participants described the need to continue focusing on engaging communities in the CBA process to build trust that can overcome historic exclusion from economic development processes. It was suggested that if these engagement practices are successful, communities will come to demand the right to participate. Additional resources are required to engage communities.

5.2 – Desired Functions

Leveraging Full Capacity of Municipalities

Two opportunities were identified for municipalities to evolve their functions. First, a municipality can look at assets from a life-time perspective and integrate community benefits into the planning. Second, economic development departments can shift their focus from attracting large employers to supporting new and existing small businesses.

Expanding Role of Intermediaries and Resource Hubs

Numerous research participants described a need for intermediaries and resource hubs to be better funded so as to offer new types of supports, such as:

- **Speaker Bureau:** System actors would be able to invite an intermediary or resource hub to speak in a meeting or at a conference to share successes with decision makers and encourage the adoption of social procurement. This is seen as particularly important outside of the Greater Toronto Area where successes to date have been sparse.
- **Political Advocacy:** Scaling the impact of advocacy by creating province-wide campaigns that leverage the voices of many different system actors across the province.
- **Centralized Messaging and Reporting:** Test messaging to see what works well with different audiences and share that messaging with system actors across the province, potentially using a common brand. Develop a low-cost way for system actors to report common data to identify system-wide impacts.

Sales Supports for Suppliers

Incubators and start-up programs often support social enterprises, nonprofits, and small businesses to develop a business plan and launch. One research participant suggested that to help these organizations scale, what they need is ongoing sales support, including product improvement and bidding.

At the system-level, anchors can support future sales by identifying upcoming or ongoing needs where there is not currently a suitable option that meets social procurement requirements. They can work collaboratively with advocates and intermediaries to either engage an existing organization or launch a new organization to respond to that need. Such a proactive approach will require significant resources upfront, but is believed to be an option for moving suppliers beyond traditional sectors (e.g. catering) and developing pathways to scale.

Contractors as Social Procurement Purchasers

Contractors were identified as a key leverage point for improving the social procurement system, as they have significant power over sub-contractors and are not constrained by strict public sector procurement requirements. Contractors hired by anchors can use their purchasing power to achieve the social procurement goals of public purchasers. Additional supports are required to enable contractors to fulfill this role, including the development of accessible supplier lists, incentives and support to unbundle contracts to allow for small suppliers, and liaising with suppliers.

5.3 – Desired Resources

Training for Purchasing Managers

To overcome normative barriers to the implementation of social procurement, additional training is required for purchasing managers that focuses on how to implement social criteria in existing purchasing processes, and how to navigate regulations and trade agreements.

Training can be experiential, and program managers can be engaged early in the process to identify what they don't know, what concerns they have, and what support they would like to receive. Such a participatory approach has the potential to overcome some resistance to change.

Additional research and resources are required to support this internal change management.

Locally Relevant and Accessible Supplier Lists

As previously identified, intermediaries charge high rates for membership that can be a barrier for some purchasers, and the current members of intermediaries are typically large multi-nationals with different needs than public anchors. Work is required to develop locally relevant supplier lists that include small-scale diverse suppliers, social enterprises, and other relevant suppliers,

Labour Market Information

Intermediaries require timely labour market information from *governments*, including the projects *suppliers* are preparing to deliver, in order to ensure job-ready local candidates from equity-seeking groups are available when *suppliers* begin hiring. **Support for Communities Beyond the Greater Toronto Area**

Communities outside of the Greater Toronto Area (e.g. Ottawa) look to the existing system in Toronto for guidance on policies, supportive programs, and system development. These communities have less resources and may not enjoy the same level of municipal and/or anchor support. Resource sharing, participation in meetings and conferences, introductions to actors that operate in both jurisdictions, and funding could further the development of the social procurement system beyond the Greater Toronto Area.

As discussed in Section 3.1, it may be necessary at this stage to focus resources in order to solidify current progress and demonstrate success before investing in new areas of the system. This is a strategic question that should be captured in the long-term strategy.

Funding for Intermediaries and Resource Hubs

Intermediaries and resources hubs are being asked to adopt new functions without clear funding options. The system does not currently have enough throughput to allow intermediaries and resource hubs to operate on a fee-for-service model without limiting services or the types of organizations that can be supported. New funding opportunities are required to continue the growth of offerings from intermediaries and resource hubs.

Grants and Financing for Suppliers

Few grants are available to support the launch and growth of suppliers. The grants that are available may be too small or have restrictions that limit their effectiveness for growing a business. Financing options are becoming increasingly common, but they are not always affordable or meet the needs of suppliers.

5.4 – Desired Relationships

Strategic Leadership

Multiple research participants identified a need for greater system-level leadership. Although there is buy-in from AnchorTO members, many of the staff representatives for the AnchorTO members have limited capacity to develop the social procurement system in addition to their existing responsibilities. To identify opportunities and coordinate action, a backbone organization may be required. An example provided earlier was an assessment of existing anchor purchasing to discover opportunities for a diverse supplier or social enterprise. A coordinator could convene organizations to identify these gaps and determine if there is either an existing organization best suited to address that gap or, if a new entity should be created, how the anchors will support that entity.

One suggestion was that AnchorTO might be too large for targeted interventions, and focused committees may be required.

Supplier Engagement and Encouraging Certification

Relationship building with suppliers is necessary to demonstrate the benefits of social procurement, encourage certification, and provide bidding support.

The City of Toronto's Green Market Accelerator Program (GMAP) was provided as an example of a model that could be considered to better engage suppliers. Under GMAP, local firms are provided opportunities to work with the City of Toronto to test new clean-tech. A similar social procurement accelerator would lower barriers to suppliers interested in assessing the fit of their offerings within the context of the City's purchasing needs.

Social Procurement Collaborative Purchasing Entity

Across Ontario, anchor institutions already work together under collaborative purchasing entities (traditional, not social procurement) to lower transaction costs and receive beneficial pricing (e.g. Grand

River Cooperative Procurement Group). A similar model could be implemented to ease the administrative burden on individual anchors, and provide a single point of entry for small firms.

Connect with Parallel Activities

Social procurement is not occurring in a vacuum, but rather is one of many tools being advanced by anchors and community advocates. Social procurement activities would benefit from deeper connections with parallel systems, including neighbourhood economic development, social finance, and sustainable procurement initiatives.

Engage Labour

Social procurement's workforce development initiatives have had challenges with collective bargaining and norms of organized labour. The overarching goals of social procurement and unions overlap in many respects. Opportunities should be sought to understand the perspectives of organized labour and to meaningfully engage unions in identifying pathways forward.

5.5 – Desired Rules

Purchasing Culture

A policy may not translate into outcomes. For example, a procurement manager may receive three bids, one of which has come from a social enterprise, but a non-social enterprises may still be consistently awarded the contract. Several research participants supported the approach of working directly with individual suppliers, because there is "always enough flexibility in the language" to find an avenue for change. The barrier to implementation was seen not as one of regulations or treaties, but rather incentives that result in a risk averse culture.

In addition to training, incentive structures must be modified to remove barriers (e.g. reprisal if social procurement less effective than alternative) and establish incentives (e.g. performance measures by social impact in addition to efficiency of spend) to encourage cultural change among procurement managers.

Some changes may not be possible for anchors at this stage and alternatives will need to be developed. For example, where unbundling of contracts is too complicated or otherwise not possible, opportunities should be explored to require sub-contracting 'down the line'.

Specific Targets in Community Benefit Agreements

Both purchasers and suppliers lack the information to set targets and understand risk in the early stages of a social procurement ecosystem, results from pilot projects are helpful to set and then ratchet up targets without adding risk or cost. Another approach to increase results could be to include pay-for-

performance as a portion of a contract award¹. (for example, including \$50k in the contract for achieving 10% of job hours for apprentices from equity-seeking groups, awarding \$40k if 8% of job hours is achieved or 60k if 12%+ are achieved).

Target-setting is most effective at the earliest stages in the process as these can be incorporated into the RFP process. *Purchasers* should also share these targets with *intermediaries* and *community and local organizations* at the same time so local equity-seeking groups can be guided through the workforce development pathway.

6. Conclusions

(to come)

¹ One research participant suggested as an example including \$100k in the contract for achieving 10% of job hours for apprentices from equity-seeking groups, and awarding \$50k if 5% of job hours is achieved or 120k if 12% are achieved.

Appendices

Appendix 1. Survey

The following survey was sent to research participants prior to the interview.

The goal of this survey was to gather system information so that the interview could be analytical and generative, rather than simply a data gathering exercise.

Social Procurement Survey

Thank you for participating in this survey and follow-up interview for the Ontario Social Procurement Partnership.

Your responses will be used to inform a study of social procurement in Ontario, and findings will be disseminated through (1) a system map, (2) a series of policy briefs, and (3) a practitioner conference in November.

If you have any questions or concerns about this study please contact Garth Yule at garth@junxion.com.

Thank you again

Your Organization

1. What is your name?
2. What is the name of your organization?
3. In which city is your head office located?
4. At which geographic scale does your organization operate?
 - City
 - Regional
 - Provincial
 - National
5. Please select the role(s) your organization play(s) in the social procurement system
 - Governments and other policy makers
 - Intermediaries (e.g. granting funds, certifiers of diverse suppliers)
 - Local Community Advocates
 - Purchasing Institutions (“Anchor Institutions”)
 - Resource hubs and convenors
 - Suppliers and Other Beneficiaries
 - Workforce Development
6. How many people at your organization work on social procurement (full time equivalent)?
7. What would a successful social procurement system mean from your organization’s perspective? Please describe desired outcomes.
8. How does your organization participate in the social procurement system in Ontario?

9. Which community benefit agreements have your organization participated in within the last 5 years, or do you expect to participate in within the next 5 years? Please identify specific projects if possible.
10. Which diverse suppliers have you supported (through training, information, or procurement) in the last 5 years or expect to support in the next five years? Please identify specific organizations if possible.
11. Which policies, plans, or by-laws guide your organization's social procurement activities? Please identify specific policies if possible.

System Identification

We would like to understand the relationships your organization has with different actors in the Ontario social procurement system, and how you see their roles in the system.

Please name the 5 organizations that you rely on the most to achieve your social procurement goals (e.g. for information, resources, authority, diverse supply).

12. Organization #1
13. Organization #2
14. Organization #3
15. Organization #4
16. Organization #5
17. What is the frequency with which you work together?

	None	Every 6 months	Every 2 - 3 months	Every month	Weekly	More than weekly
Organization #1	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organization #2	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organization #3	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organization #4	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organization #5	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. What is their role in the system?

	Governments and other policy makers	Intermediaries	Local Community Advocates	Purchasing Institutions ("Anchor Institutions")	Resource hubs and convenors	Suppliers and Other Beneficiaries	Workforce Development	Other
Organization #1	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organization #2	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organization #3	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organization #4	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organization #5	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. What additional actors (specific organizations or roles performed) are required for a successful social procurement system and why?

System Analysis

20. Which policies most enable and/or most constrain the social procurement system (ex. purchasing by-law, CETA)?
21. What is working well in the current social procurement system?

22. What is not working well in the current social procurement system?
23. What are the gaps in the social procurement system that need to be filled?

Appendix 2. Interview Questions

Your organization

- Please select the role(s) your organization play(s) in the social procurement system
 - Why those roles for your organization?
 - Will you change the roles that you play?
- What would a successful social procurement system mean from your organization's perspective? Please describe desired outcomes
 - What metrics do you track? Do you have specific targets?
 - How did you develop this understanding of success
 - Is this understanding of success shared by other actors in the system?
- What are the challenges your facing in developing and implementing CBAs? How about on successfully procuring from social enterprises and/or diverse suppliers?

System Identification

- Are the actors that you rely on most of equal importance to the rest of the system or is it unique to your organization?
- Which roles are not filled or adequately filled? Why is that role currently not filled?

System Analysis

- Which policies most enable and/or constrain the social procurement system (e.g. purchasing by-law, CETA?)
- What is the impact on the system?
 - What would you like to see changed?
 - What types of actors are impacted?
- What is working well in the current social procurement system?
- Who is it working well for? What are the relationships between the actors?
 - How do we strengthen what is working well? (More resources, enabling legislation)
- What is not working well in the current social procurement system?
 - Who isn't it working well for?
 - How would those issues be addressed? (New actors/roles, more resources)
- What are the gaps in the social procurement system that need to be filled?
 - What actors are needed?
 - What roles are needed?
 - What resources are needed
 - What rules need to be changed?
- What is your vision for social procurement in Ontario and what would success look like?

Appendix 3. Workshop Format

Draft workshop outline for November 2019 OSPP Conference:

<https://docs.google.com/document/d/1lvqD9o05sbjipj1ayk1bYKAOig4Vhak2ZPRj4C8a2Wl/edit?usp=sharing>

Appendix 4. Anchor Policy Analysis

The following is an example of a database of system actor policies that the authors will consult with the Partners on to determine utility before continuing. The purpose is to allow for comparison between to actors to see where there are common understanding, differences, best practices, and innovations.

A4.1.1 – City of Toronto

Profile Element	Description	
Procurement Overview [1]	The City of Toronto Social Procurement Program aims to create jobs and drive economic growth in the city. It is comprised of two components: Supply Chain Diversity and Workforce Development.	
Results		
Inspiration	<p>Emerged from Toronto Poverty Reduction Strategy, a 20-year plan to improve housing stability, services access, transit equity, food access, the quality of jobs and incomes, and systemic change. [2] Social procurement was listed as ‘Recommendation #13’ in the Strategy, with the following description:</p> <p style="padding-left: 40px;">Drawing on international best practices, the Toronto Poverty Reduction Strategy recommends actions the City can adopt to address the systemic causes of poverty, using existing resources. Adopting social procurement practices is one of these actions. [3]</p>	
Desired Results / Principles [3]	<ul style="list-style-type: none"> ● Addresses economic disadvantage, discrimination, and barriers to equal opportunity, particularly among equity-seeking communities, that disproportionately experience unemployment and underemployment, discrimination, or barriers to equal opportunity; ● Adheres to the highest standards of ethical conduct and maintains consistency with other City of Toronto policies and procedures; ● Works to build a culture of social procurement; ● Establishes an effective balance between accountability, transparency and efficiency; ● Complies with all applicable laws (including trade agreement implementing legislation), regulations, by-laws, policies, including the Ontario Human Rights Code, the Ontario College of Trades and Apprenticeship Act, and any collective agreements which imposes obligations on the City or its suppliers; ● Achieves best value for the City of Toronto through the consideration of the full range of procurement formats and the adoption of commercially reasonable business practices. 	
Metrics [3]	Number of competitive procurements selected to include a workforce development component	33% of competitive procurement over \$5m by 2021
	Number of proposals received for Request for	75% of proposals received include a

	Proposal (RFP) projects that include a workforce development proposal.	workforce development proposal. By 2021
	Number of diverse suppliers included in City of Toronto supply chain, whether as a direct supplier or a subcontractor	Not provided
	Number of direct suppliers in competitive procurements that are developing or have developed their own supply chain diversity policy	50% of direct suppliers have or are developing a supply chain diversity policy
Resources		
Provided [3]	<ul style="list-style-type: none"> Information accessible to suppliers via website and consultation with Social Procurement Coordinators 	
Consumed [3]	<ul style="list-style-type: none"> Initial grant support from the Atkinson Foundation. Ongoing costs to be paid of our operating budget. Supplier and workforce development services provided by Enterprise Toronto, TESS, and SDFA 	
Relationships		
Key Partners	<ul style="list-style-type: none"> United Way and Toronto Enterprise Fund Atkinson Foundation AnchorTO Members 	
Rules		
Internal [3]	<ul style="list-style-type: none"> To ensure the integrity of the Program, the City will require certification of diverse suppliers through established non-profit supplier certification organizations For procurement between \$3,000 and \$50,000 in value, divisions will be required to seek at least one (1) quotation from a diverse supplier as part of the Divisional Purchase Order process. Workforce development requirements will apply to all contracts over \$5 million in value. Bidders will be required to provide a commitment to engage in workforce development if their bid is successful. 	
Relevant external policies [3]	<ul style="list-style-type: none"> Chapter 195 of the Municipal Code Ontario College of Trades and Apprenticeship Act Ontario Human Rights Code Comprehensive Economic and Trade Agreement 	
Sources		
<p>[1] Social Procurement Program. (2017, August 7). Retrieved October 19, 2019, from City of Toronto website: https://www.toronto.ca/business-economy/doing-business-with-the-city/social-procurement-program/</p>		

[2] Toronto Poverty Reduction Strategy. (2017, November 30). Retrieved October 19, 2019, from City of Toronto website: <https://www.toronto.ca/city-government/accountability-operations-customer-service/long-term-vision-plans-and-strategies/poverty-reduction-strategy/>

[3] Brillinger, C. (2016). EX14.8—City of Toronto Social Procurement Program. Retrieved from <https://toronto.ca/wp-content/uploads/2017/09/9607-backgroundfile-91818.pdf>

A4.2 Intermediaries

A4.2.1 – Canadian Aboriginal and Minority Supplier Council

About	Eligibility
<p>CAMSC operates as a private sector-led, non-profit membership organization governed by a board of Directors; comprised of major multinational corporations operating in Canada. The organization aims to boost economic development efforts and employment.</p> <p>CAMSC is associated with the National Minority Supplier Development Council.</p>	<p>Business is eligible for certification if:</p> <ul style="list-style-type: none"> ● The business is 51% or more owned by visible minority(s) or Aboriginal person(s) ● The business is 51% or more managed and controlled by visible minority(s) or Aboriginal person(s) ● The business is a for-profit enterprise ● The business operates in Canada ● The business owner(s) is a Canadian or US citizen ● The business may be of any size ● The business is able to operate as a supplier of products or services to other businesses.
<p>Learn More: https://www.camsc.ca/</p>	

A4.2.2 – Canadian Council for Aboriginal Business

About	Eligibility
<p>CCAB builds bridges between Aboriginal and non-Aboriginal peoples, businesses, and communities through diverse programming, providing tools, training, network building, major business awards, and national events.</p> <p>CCAB provides an array of business development offerings, including certification for Aboriginal-owned businesses (CAB) and companies with Progressive Aboriginal Relations (PAR).</p>	<ul style="list-style-type: none"> ● 51% or more Aboriginal ownership and control ● Proof of Aboriginal heritage of owner(s) ● Proof of ownership and control
<p>Learn More: https://www.ccab.com/</p>	

A4.2.3 – Canadian Gay and Lesbian Chamber of Commerce

About	Eligibility
<p>Established in 2003, the Canadian Gay & Lesbian Chamber of Commerce (CGLCC) is a national, non-profit industry association. The CGLCC is committed to forming a broadbased coalition, representative of the various interests of Lesbian, Gay, Bisexual, Transidentified, Queer, Two-Spirited and Intersex (LGBT*) owned businesses, allied businesses, corporations, professionals, and students of business for the purpose of promoting economic growth and prosperity, through public and private sector advocacy and engagement, to advance the common business interests and opportunities of its members and stakeholders.</p>	<ul style="list-style-type: none"> ● The applicant must be a for-profit enterprise ● The applicant must operate in Canada ● The applicant must be a Canadian citizen ● The applicant's business may be of any size ● The applicant must be able to operate as a supplier of products or services to other businesses; and ● The applicant's business must be substantially owned and controlled by LGBT individuals <p>Ownership would mean that the business is at least 51% owned and operated by self-identified and verified LGBT individuals.</p>
<p>Learn More: https://www.cglcc.ca/</p>	

A4.2.4 – Certified Women Business Enterprises Canada

About	Eligibility
<p>WBE Canada is a non-profit organization, led by corporate members, that is opening doors to new supply chains. It certifies firms that are at least 51% owned, managed and controlled by women and introduces them to opportunities with corporations. The organization also partners with governments, women's business centres and other women communities across Canada. Status of Women Canada is a major funder</p>	<p>Company is eligible to apply for certification if:</p> <ul style="list-style-type: none"> ● It is a legally established for-profit business that is headquartered and operates in Canada ● Women own a minimum 51% ● A woman manages and controls your business (has the top position) ● Operates an established – whether product or service-based – in any sector of the business-to-business market ● Is growth-oriented ● Has the capacity to sell to large corporations and/or the ability to scale your operations accordingly
<p>Learn More: https://wbecanada.ca/</p>	

A4.2.5 – Inclusive Workplace Supply Council of Canada

About	Eligibility
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<p>The Inclusive Workplace and Supply Council of Canada (IWSCC) is a Canadian non-profit created to support Veterans and/or people with disabilities who own businesses. We provide certification so that these businesses can be officially recognized as Diverse Suppliers and work with corporate partners to increase the inclusivity of workplaces and procurement processes.</p>	<ul style="list-style-type: none"> • Verify 51% or more ownership, management, control and independence by a Veteran(S) or a disabled person(s)
<p>Learn More: http://iwsc.ca/</p>	

Appendix 5. Procurement Recipients Identified

This is a non-exhaustive list of suppliers who have received procurement contracts from anchors for the provision of goods and services. The organizations in this list emerged from the interviews and/or the literature review, which suggests that they are particularly relevant to the system and may be worth future study.

Building Up

We give housing providers an opportunity to connect work that needs to get done in their buildings with the people in their buildings that need the work. We help construction unions meet their need for skilled labour by supplying them with individuals from the community that are looking for sustainable careers.

Paintbox Bistro

Paintbox is a Toronto based award-winning hospitality hub and social enterprise featuring a bustling catering company, plant-based café and event space, established in 2011. We are focused on serving creative and delicious local food and beverage options, and have a hiring mandate to provide employment opportunities to our local burgeoning community, Regent Park.

Hospitality Workers Training Centre

The Hospitality Workers Training Centre [HWTC] is a non-profit organization working in Toronto’s hospitality and food service industries. Based on a sector-focused workforce development approach, HWTC provides free of cost training to new entrants and existing workers for employment and career development. Our goal is to strengthen the workforce of our city’s hospitality industry by connecting people in need of employment to job opportunities – through high-quality training and strong partnerships with the industry.

Akin Collective

Akin Collective is a Toronto-based arts organization that provides affordable studio space as well as arts-based programming through it's sister non-profit organization, Akin Projects. Our studios provide

a working environment that maintains a friendly and inspiring atmosphere where people can work on creative endeavors and entrepreneurial undertakings of all kinds.

Thornccliffe Park Women’s Committee Café

The opening of a shipping container cafe in R.V. Burgess Park is the latest development in the remarkable 10-year process spearheaded by the Thornccliffe Park Women’s Committee to transform this once-neglected 1.5 hectare park into a vibrant and beloved community meeting place.

The cafe offers everything from snacks to full meals, and even has a catering business. It is open daily in July and August from 5 – 9 pm, with hours varying during the rest of the year.

Hawthorne Food & Drink

Hawthorne Food & Drink was established as a social enterprise in 2012. We provide free, hands-on, real-life training for job seekers facing multiple barriers to employment for in-demand entry level jobs in kitchen and restaurant positions. To date, we have trained over 200 participants at Hawthorne including unemployed youth and those in receipt of Ontario Disability Supports and Ontario Works.

Saul Good Gift Co.

We are proud to work with local, small batch, artisan suppliers in the communities in which we operate. Buying local has been a core value of ours since day one. Our Vancouver gift baskets contain products sourced from within BC and are distributed from Vancouver. We feature exclusively Toronto and Ontario artisans in our Toronto gift baskets which are distributed from North York, ON.

Appendix 6. Glossary

This glossary is an example of the approach that can be taken to develop a ‘comparative glossary’ that identifies how different anchors understand key terms and concepts.

Social Procurement	City of Toronto
	Social procurement is the achievement of strategic social, economic and workforce development goals using an organization’s process of purchasing goods and services. The City’s Social Procurement Program is comprised of two components: Supply Chain Diversity and Workforce Development.
Supply Chain Diversity	City of Toronto
	Supply Chain Diversity is a business strategy that promotes a diverse supply chain in the procurement of goods and services for any business, not-for-profit, government or private organization. In the City’s Social Procurement Program, Supply Chain Diversity applies to Departmental Purchase Orders from \$3000 to \$100,000.

	https://toronto.ca/business-economy/doing-business-with-the-city/social-procurement-program/
Workforce Development	City of Toronto
	<p>Workforce development is an interconnected set of solutions to meet employment needs. It prepares workers with needed skills, emphasizes the value of workplace learning and addresses the hiring demands of employers. In the City’s Social Procurement Program, Workforce Development requirements will apply to Request for Proposals and tenders over \$5 million.</p> <p>https://toronto.ca/business-economy/doing-business-with-the-city/social-procurement-program/</p>
Diverse Suppliers	City of Toronto
	<p>A diverse supplier is a business that is at least 51 percent owned, managed and controlled by an equity-seeking community or social purpose enterprise. These communities include, but are not limited to, women, Aboriginal people, racial minorities, persons with disabilities, newcomers and Lesbian, Gay, Bisexual, Trans, Queer, Two-spirit (LGBTQ2S) community.</p> <p>https://toronto.ca/business-economy/doing-business-with-the-city/social-procurement-program/</p>
“Apprentice”	City of Toronto
	<p>An apprentice is an individual who has entered into a registered training agreement under which the individual is to receive training in a trade required as part of an apprenticeship program as defined by the Ontario College of Trades and Apprenticeship Act, 2009.</p> <p>https://toronto.ca/business-economy/doing-business-with-the-city/social-procurement-program/</p>
“Equity-seeking Community”	City of Toronto
	<p>An equity-seeking community is a group that experiences discrimination or barriers to equal opportunity, including women, Aboriginal People, persons with disabilities, newcomers/new immigrants, LGBTQ+ people, visible minorities/racialized people, and other groups the City identifies as historically underrepresented.</p> <p>https://toronto.ca/business-economy/doing-business-with-the-city/social-procurement-program/</p>
“Supplier Certification Organization”	City of Toronto
	A supplier certification organization is a non-profit organization recognized by

	<p>the City of Toronto that certifies businesses and enterprises as diverse suppliers by assessing them using established, consistent criteria. https://toronto.ca/business-economy/doing-business-with-the-city/social-procurement-program/</p>
Aboriginal peoples	Canadian Aboriginal and Minority Supplier Council
	<p>means persons who are First Nations (Indians), Inuit or Métis. <i>Definition from the Employment Equity Act (S.C. 1995, c.44)</i> https://www.camsc.ca/what-is-certification</p>
Visible minorities	Canadian Aboriginal and Minority Supplier Council
	<p>means persons other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour. In practice, the Government of Canada includes the following groups: Blacks, Chinese, Filipinos, Japanese, Koreans, Latin Americans, Pacific Islanders, South Asians, and West Asians/Arabs <i>Definition from the Employment Equity Act (S.C. 1995, c.44)</i> . https://www.camsc.ca/what-is-certification</p>

Appendix 7. Annotated Bibliography

(in progress, more yet to come, and categorization not yet complete)

Atkinson Foundation. (2016). *Making Community Benefits a Reality in Ontario*. Retrieved from https://atkinsonfoundation.ca/site/uploads/2018/02/Atkinson_CBSummary_FA-1-2.pdf

Results	Roles	Resources	Relationships	Rules
Describes the key challenges in achieving community benefits and provides recommendations for government and community organizations.				

Brillinger, C. (2019, June 11). *EC6.15—Community Benefits Framework*. Retrieved from <https://www.toronto.ca/legdocs/mmis/2019/ec/bgrd/backgroundfile-134595.pdf>

Results	Roles	Resources	Relationships	Rules
Provides an overview of the new City of Toronto Community Benefits Program, including the history and results to date in both inclusive workforce development and supply chain diversity as well as an overview of the multi-stakeholder Construction Connections program, that enables inclusive workforce development				

Brillinger, C., Lim, A., & Blackstock, S. (2019, July 11). *EC6.15a—Supplementary Report – Community Benefits Framework and Hard Targets*. Retrieved from <https://www.toronto.ca/legdocs/mmis/2019/cc/bgrd/backgroundfile-135947.pdf>

Results	Roles	Resources	Relationships	Rules
Provides an overview of how and what (hard) targets may be set, and how they connect with the current social procurement policy and program. Describes in detail both streams (workforce development and supply chain diversity), achievements to date, and challenges.				

Canadian Community Economic Development Network. (2019). City of Toronto Adopts Landmark CBA Framework. Retrieved October 16, 2019, from The Canadian CED Network website: <https://ccednet-rcdec.ca/en/new-in-ced/2019/07/30/city-toronto-adopts-landmark-cba-framework>

Results	Roles	Resources	Relationships	Rules
Summarizes the new Community Benefits Framework adopted by the City of Toronto, the staffing of which is subject to the 2020 budget.				

Community Benefits Ontario. (2017). *Boldly Progressive, Fiscally Balanced: A Community Benefits Policy Framework for Ontario*. Retrieved from https://theonn.ca/wp-content/uploads/2017/04/Community-Benefits-Policy-Framework_03-13-17.pdf

Results	Roles	Resources	Relationships	Rules
A policy scan and recommendations for the province of Ontario as it develops a community benefits policy framework developed by a broad coalition of community-based organizations, including labour, United Ways, and foundations residing in Toronto/York/Peel, Hamilton, and Windsor-Essex.				

Crosslinx Transit Solutions. (n.d.). Reports—In the Community. Retrieved October 17, 2019, from Crosslinx Transit Solutions website: <http://www.crosslinxtransit.ca/in-the-community/reports/>

Results	Roles	Resources	Relationships	Rules
Repository of Community Benefits Annual Summaries and CTS's Apprenticeship Plan annual updates, which detail activities and the results of the community benefits plan.				

Economic and Community Development Committee. (2019, July 18). *EC6.15—Community Benefits Framework*. Retrieved from <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EC6.15>

Results	Roles	Resources	Relationships	Rules
Recommendations adopted by Council on a new Community Benefits Framework along with links to the background staff reports and community correspondence.				

Galley, A. (2015). *Community Benefits Agreements*. Retrieved from Mowat Centre & Atkinson Foundation website: <http://communitybenefitsagreements.ca/>

Results	Roles	Resources	Relationships	Rules
Provides a detailed guide for community benefit agreements, including definitions, an Ontario policy scan, local case studies (Regent Park, Eglinton Crosstown) and US comparators, and key success factors				

GlynWilliams, A., Jenkin, K., & Aitken, R. (2016). *Community Benefits and Liaison Plan*. Retrieved from [http://thecrosstown.ca/sites/default/files/cts - community benefits and liaison plan rev 01 - february 26 2016 .pdf](http://thecrosstown.ca/sites/default/files/cts_-_community_benefits_and_liaison_plan_rev_01_-_february_26_2016_.pdf)

Results	Roles	Resources	Relationships	Rules
Details the community benefits to be provided, the implementation plan, and the reporting/data requirements as well as identifies the partners and programs leveraged in the process.				

Gordie Howe International Bridge. (2019). Community Benefits. Retrieved October 17, 2019, from Gordie Howe International Bridge website: <https://www.gordiehoweinternationalbridge.com/en/community-benefits-section>

Results	Roles	Resources	Relationships	Rules
Details about the community benefits agreement, including workforce development and neighbourhood infrastructure plans and community participation, for both Windsor and Detroit sides of the bridge.				

Gordie Howe International Bridge. (2019). *Community Benefits Plan*. Retrieved from [https://www.gordiehoweinternationalbridge.com/u/files/Meetings/Community%20Benefits%20Announcement%20-%20June%202019/Community%20Benefits%20Public%20Report%20\(2019-06-12\)%20FINAL%20Electronic.pdf](https://www.gordiehoweinternationalbridge.com/u/files/Meetings/Community%20Benefits%20Announcement%20-%20June%202019/Community%20Benefits%20Public%20Report%20(2019-06-12)%20FINAL%20Electronic.pdf)

Results	Roles	Resources	Relationships	Rules
Details the specific actions, cost, timing, targets, and partners involved to deliver the community				

benefits plan.

Graser, D. (n.d.). Community Benefits Resources—Links of Interest. Retrieved October 17, 2019, from Dina Graser website: <http://dinagraser.ca/community-benefits/community-benefits-resources/>

Results	Roles	Resources	Relationships	Rules
List of community benefits research, experiences, and legislation across Canada, the United States, the UK, Europe, and Australia.				

Graser, D., Macfarlane, R., Myers, K., & Passoli, K. (2019). *Community Benefits in York Region Toolkit*. Retrieved from <https://www.york.ca/wps/wcm/connect/yorkpublic/c1297b58-9aee-48c5-951f-4c27aefb5f4/CBA-Toolkit.pdf?MOD=AJPERES&CVID=mLVV3ES>

Results	Roles	Resources	Relationships	Rules
Example of a framework to implement community benefits at the municipal level, including specific procurement and policy language and monitoring/tracking tools				

Graser, D. (2016). *Community Benefits and Tower Renewal* (p. 33). Retrieved from Evergreen website: https://www.evergreen.ca/downloads/pdfs/HousingActionLab/TowerRenewal_Report_FINAL.pdf

Results	Roles	Resources	Relationships	Rules
Describes CBAs and recommends an approach for incorporating them into tower renewal projects (energy retrofits subsidized by expanded uses on site).				

Halton Community Benefits Network. (n.d.). Toolkits. Retrieved October 17, 2019, from Halton Community Benefits Network website: <http://haltoncommunitybenefits.com/index.php/tool-kit/>

Results	Roles	Resources	Relationships	Rules
Provides an overview of the requirements for procurement above set dollar-value thresholds in WTO Agreement on Government Purchasing (GPA), Comprehensive and Economic Trade Agreement (CETA), Provincial Agreement on Internal Trade, which include restricting non-competitive procurement (precluding some social procurement activities)				

Hamilton Construction. (2019). Social Procurement in Hamilton. Retrieved October 17, 2019, from List of Upcoming Seminars website: <http://hhca.ca/p/14511/eventid/100576/info>

Results	Roles	Resources	Relationships	Rules
An event where Sandra Hamilton, social procurement advisor to the City of Hamilton, presented about the city's work and consulted with the construction industry at this event.				

Hamilton Community Benefits Network. (n.d.). Hamilton Community Benefits Network. Retrieved October 17, 2019, from Hamilton Community Benefits Network website: <https://hcbn.weebly.com/>

Results	Roles	Resources	Relationships	Rules

Infrastructure Ontario. (n.d.). Hamilton Light Rail Transit. Retrieved October 17, 2019, from <https://www.infrastructureontario.ca/Hamilton-Light-Rail-Transit/>

Results	Roles	Resources	Relationships	Rules
Provides an overview of the Hamilton LRT project, which does not include CBA or social procurement requirements despite happening after Metrolinx proceeded with Eglinton Crosstown LRT.				

Infrastructure Ontario. (n.d.). Community Benefits. Retrieved October 16, 2019, from Infrastructure Ontario website: <https://www.infrastructureontario.ca/Community-Benefits/>

Results	Roles	Resources	Relationships	Rules
Describes roll-out for Ontario's Long-Term Infrastructure Plan (LTIP) through 2020 and associated pilot projects located in Toronto, Halton Region, and Thunder Bay where community benefit agreements on inclusive employment have/will be enacted (only Toronto to date)				

Infrastructure Ontario. (2015). *Project Agreement—Eglinton Crosstown LRT Project*. Retrieved from <https://www.infrastructureontario.ca/WorkArea/DownloadAsset.aspx?id=34359739088>

Results	Roles	Resources	Relationships	Rules
Legal agreement includes specific community benefits and apprenticeship clauses, with the latter targeting historically disadvantaged groups, as well as reporting requirements.				

Infrastructure Ontario. (2018). *Project Agreement—Finch West LRT Project*. Retrieved from https://www.infrastructureontario.ca/uploadedFiles/_CONTENT/Projects/Finch_West_Light_Rail_Transit/Finch-Project-Agreement-Redacted.pdf

Results	Roles	Resources	Relationships	Rules
Legal agreement includes specific community benefits and apprenticeship clauses and schedules to provide, monitor, and report on employment, training, and apprenticeship for historically disadvantaged communities and equity seeking groups				

Infrastructure Ontario. (2018). *Project Agreement (Redacted Version)—West Park Healthcare Centre Hospital Development Project*. Retrieved from https://www.infrastructureontario.ca/uploadedFiles/CONTENT/Projects/West_Park_Healthcare_Centre/West%20Park_Redacted_Project%20Agreement.pdf

Results	Roles	Resources	Relationships	Rules
Legal agreement includes specific community benefits and apprenticeship clauses and schedules to provide, monitor, and report on apprenticeship and journeypersons from historically disadvantaged communities and equity-seeking groups				

Metrolinx Launches Community Benefits Program. (n.d.). Retrieved October 16, 2019, from Eglinton Crosstown—Community Benefits website: <http://www.thecrosstown.ca/about-us/community-benefits>

Results	Roles	Resources	Relationships	Rules
Provides an overview of the Metrolinx community benefits approach for the Eglinton Crosstown project, including the roles and responsibilities of the partners (Metrolinx, ProjectCo, MTCU, and Community Partners)				

Metrolinx. (n.d.). Community Benefits. Retrieved October 17, 2019, from Eglinton Crosstown website: <http://thecrosstown.ca/community-benefits>

Results	Roles	Resources	Relationships	Rules
Repository of Community Benefits information related to the Eglinton Crosstown project, including the framework, the project company's plan and apprenticeship declaration, annual plans, and quarterly reports.				

Ministry of Government and Consumer Services. (n.d.). Procurement Policies and Trade Agreements [ResourceList]. Retrieved October 17, 2019, from <https://www.doingbusiness.mgs.gov.on.ca/mbs/psb/psb.nsf/English/procurement.html>

Results	Roles	Resources	Relationships	Rules
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Provides links to trade agreements and Ontario's approach to procurement in the context of trade obligations. It does not reference social procurement or community benefits.

Parkdale People's Economy. (2018). *Parkdale Community Benefits Framework*. Retrieved from <https://parkdalecommunityeconomies.files.wordpress.com/2018/11/parkdale-community-benefits-framework1.pdf>

Results	Roles	Resources	Relationships	Rules
Describes the vision of a broad community-coalition in Toronto's Parkdale neighbourhoods for community benefits in their area, and includes their process and specific, measurable demands on the negotiation process, affordable housing and commercial, decent work, and community assets for public and private projects.				

Province of Ontario. (2017). *Building Better Lives: Ontario's Long-term Infrastructure Plan 2017*. Retrieved from https://files.ontario.ca/ltip_plan_aoda_english.pdf

Results	Roles	Resources	Relationships	Rules
Describes the Ontario government's experiential approach to developing a community benefits framework, including criteria for selecting pilot projects and a timeline for implementing the framework (p74-77).				

Public Services and Procurement Canada. (2018, January 9). Supplier Advisory Committee Meeting. Retrieved October 17, 2019, from: <https://www.tpsgc-pwgsc.gc.ca/app-acq/ccf-sac/rccf-sacm-2017-07-12-eng.html>

Results	Roles	Resources	Relationships	Rules
Meeting minutes for PSPC's Supplier Advisory Committee focused on social procurement activities, including updates on activities underway on a local and national level				

Sutherland, V., McTier, A., Glass, A., & McGregor, A. (2015). *Analysis of the Impact and Value of Community Benefit Clauses in Procurement Final Report June 2015*. Retrieved from <https://ccednet-rcdec.ca/sites/ccednet-rcdec.ca/files/109821.pdf>

Results	Roles	Resources	Relationships	Rules
Examines the first five years of the Scottish experience with Community Benefits Clauses with a focus on usage and outcomes (incremental employment of priority groups during and sustained after				

contracts) from a survey of public organizations and an in-depth analysis of contracts. Recommendations around evaluation, outcomes, monitoring, and reporting. Figure 4.1 (p25) shows the community benefits cycle.

Toronto Community Benefits Network. (n.d.). Retrieved October 17, 2019, from Toronto Community Benefits Network website: <https://www.communitybenefits.ca/>

Results	Roles	Resources	Relationships	Rules

United Way Toronto, & York Region. (2015). *On Track to Opportunities: Linking Transit Development to Community Employment and Training Project*. Retrieved from <http://www.unitedwaytyr.com/file/what-we-do---research-reports-document-upload-part/OLMP-Final-Report.pdf>

Results	Roles	Resources	Relationships	Rules
Reviews case studies, resident engagement strategies, jobseeker pathways as part of Metrolinx agreements, potential professional/administration/technical job pathways, and project monitoring				

van Ymeren, J., & Ditta, S. (2017). *Delivering Benefit: Achieving Community Benefits in Ontario*. Retrieved from Mowat Centre, School of Public Policy & Governance University of Toronto website: <https://apps.uqo.ca/LoginSigparb/LoginPourRessources.aspx?url=http://www.deslibris.ca/ID/10091839>

Results	Roles	Resources	Relationships	Rules
Highlights key success factors in the design of effective community benefit clauses based on key informant interviews with policymakers and procurement experts in multiple jurisdictions, including a particular exploration of transit projects.				

Windsor/Essex Community Benefits Coalition. (n.d.). About Us. Retrieved October 17, 2019, from The Windsor/Essex Community Benefits Coalition website: <https://windsoriessexcb.ca/about-us/>

Results	Roles	Resources	Relationships	Rules
A brief history and overview of community engagement and resulting community benefits from the Gordie Howe International Bridge project in Windsor				

Windsor-Detroit Bridge Authority, & Bridging North America. (2018). Community Benefits Report. Retrieved October 17, 2019, from [https://www.gordiehoweinternationalbridge.com/u/files/Meetings/Financial%20Close/Community%20Benefits%20Report%20\(2018-09-27\)%20VP%20App.pdf](https://www.gordiehoweinternationalbridge.com/u/files/Meetings/Financial%20Close/Community%20Benefits%20Report%20(2018-09-27)%20VP%20App.pdf)

Results	Roles	Resources	Relationships	Rules
Details actions that will comprise the community benefits plan ahead of the final phase of consultation.				

Yalnizyan, A., & Page, K. (2017). *Community Benefits Agreements: Empowering Communities to Maximize returns on Public Infrastructure Investments*. Retrieved from <http://www.ifsd.ca/web/default/files/Presentations/Reports/17011%20-%20Community%20Benefits%20Agreements%20-%202017%20July%202017.pdf>

Results	Roles	Resources	Relationships	Rules
Provides an overview of community benefits, including who participates, when in the process, and how they reach agreements and makes recommendations on how a consistent third-party agency could improve results and expand the approach				